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An Annual Report on Full-Time Classified State Employee Turnover for Fiscal Year 1998

December 1998

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Key Points of Report

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Overall Conclusion

The statewide turnover rate for fiscal year 1998 was 17.37 percent for full-time classified state employees, a significant increase over last year's rate of 14.27 percent. The retirement incentive offered employees and some significant reductions in force at large agencies explain a portion of the increase. However, the State's rate is significantly higher than the average rate of state governments bordering Texas (13.23 percent), the average rate of local governments in which the State competes for employees (12.13 percent), and the national private sector rate (12.0 to 13.2 percent).

Employee turnover costs to the State are significant. We conservatively estimate the total cost of turnover in fiscal year 1998 to be between \$127 and \$253 million. The overall increase of 3.1 percent over fiscal year 1997's rate cost the State an additional \$33 to \$66 million.

Employee turnover appears to have generally increased in both the public and private sectors since 1996. A good nationwide economy and significant industry trends, as in the information technology field, have contributed to employees making career changes. The Greater Austin area market also continues to have a strong economy and competition for talent. Since the largest number of its employees work in the Austin area, the State increasingly must deal with the loss of experienced employees to the private sector. Research suggests that the best strategies to retain employees are strong health care benefits, new employee orientation, open communication with employees, and salary increases.

Key Facts and Findings

- The number of agencies with turnover greater than 30 percent more than doubled since last fiscal year.
- Generally, the lower the employees' salary, the more likely they are to leave their agency.
- The types of jobs state employees leave most frequently are in the medical/health, employment and, social services, fields. There is also significant turnover among information technology professionals, although there has not been a dramatic rise in terminations over last year.
- The most common reasons employees claim for leaving state employment are not job related. Only 8 percent claim they left because of inadequate salary; less than 1 percent because of the lack of opportunities for advancement. However, these reasons differ from those expressed in national surveys. This difference suggests that the State may have problems in the way it collects this information. This problem affects the analysis of data and, in turn, recommendations for appropriate solutions.

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Office of the State Auditor

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This briefing report is provided for information purposes.

Overview

The statewide turnover rate for fiscal year 1998 was 17.37 percent, based on an average of 145,749 full-time classified state employees and a total of 25,309 full-time classified terminations. The State's rate is significantly higher than the average rate of state governments bordering Texas (13.23 percent), the average rate of local governments in which the State competes for employees (12.13 percent), and the national private sector rate (12.0 to 13.2 percent).

Employee turnover costs to the State are significant. We conservatively estimate the cost of turnover in fiscal year 1998 to be between \$127 and \$253 million. The overall increase of 3.1 percent over fiscal year 1997's rate (14.27 percent) cost the State between \$33 and \$66 million. The retirement incentive offered to employees and some significant reductions in force at large agencies explain a portion of the increase over last year.

Section 1:

How Does the State's Turnover Rate Compare to the Private Sector's and Other Governmental Entities'?

Overall, the State's turnover rate is higher than the private sector's. According to the Bureau of National Affairs, the median nationwide turnover rate in the private sector was between 12.0 and 13.2 percent annually for the first six months of 1998. This rate is unchanged compared to 1997, but it is significantly higher than mid-year averages for 1990 through 1996. The Bureau of National Affairs found that turnover in 1997 was the highest it had been in over a decade. Manchester Partners International, a human resources consulting firm, also found turnover is increasing nationwide. In a study of 378 companies, 52 percent of businesses said turnover had increased in the last 12 months.

The Office of Personnel Management reports that the federal government's turnover rate for fiscal year 1998 was 15.80 percent. This is an increase from 14.93 percent in the previous year. According to a 32-state survey by the International Personnel Management Association, turnover rates range from 4 to 19 percent in state governments, with an average turnover rate of 11 percent.

Because of the different methods of calculating turnover, direct comparisons with other states are difficult. However, Table 1 shows the turnover rates of states bordering Texas.

Table 1

Turnover Rates for Texas and Bordering States	
State	Fiscal Year 1998 Turnover Rate
Louisiana	21.41%
Texas	17.37%
New Mexico	12.1% ¹
Arkansas	11.4% ²
Oklahoma	8% ³

Source: State Auditor's Classification Office

¹ This rate does not include transfers between state agencies, layoffs due to reductions in force, terms of appointment, or temporary employees.

² This rate is based on data from June 1, 1997, to October 5, 1998. This figure is not calculated on an annual basis.

³ This rate is estimated for calendar year 1997, which crossed into fiscal years 1997 and 1998.

The State's turnover rate is significantly higher than those of local governmental entities in areas in which the State competes for employees. Table 2 lists the turnover rates for these local governmental entities.

Table 2

Turnover Rates for Texas and Local Governments	
City/County	Fiscal Year 1998 Turnover Rate
Texas	17.37%
Harris County	15.18% ¹
City of Austin	13%
Travis County	11.85%
City of Dallas	8.5%

Source: State Auditor's Classification Office

¹ This rate covers the first ten months of calendar 1998.

Section 2:

How Much Does Employee Turnover Cost the State?

Employee turnover costs to the State are significant. We conservatively estimate the cost of turnover in fiscal year 1998 to be between \$127 and \$253 million. The overall increase of 3.1 percent over fiscal year 1997's rate cost the State between \$33 and \$66 million.

Some of the costs involved in employee turnover include recruiting, training and orientation, salary and benefits during training and orientation, lost productivity during the time in which the position is vacant, and lost productivity during the time in which the new employee is learning the job.

There are a number of widely ranging estimates of the cost of employee turnover:

- The U.S. Department of Labor estimates that it costs one-third of a new hire's annual salary to replace an employee.
- Hewitt Associates, a management consulting firm, estimates that each employee separation and replacement costs 1 to 1.5 times an employee's annual salary.
- Hay Management Consultants, a human resources consulting company, estimates the cost at 50 percent of the employee's salary.
- William M. Mercer, Inc., reports that 55 percent of employee separations cost \$10,000 or less. Of the remaining 45 percent, 8 percent cost more than \$40,000.
- In a study conducted by Manchester Partners International, 31 percent of respondents reported that it costs between \$1,000 and \$5,000; 34 percent of businesses reported that it costs between \$5,000 and \$10,000; and 30 percent reported that it costs more than \$10,000.

Section 3:

Which Agencies Had Significant Turnover and Why?

There were 19 agencies that reported a turnover rate of greater than 30 percent (excluding agencies with fewer than 20 employees). Last year, only eight agencies had a turnover rate over 30 percent. Based on the reasons reported, it is difficult to identify the specific reasons why turnover was high at these agencies. Table 3 identifies those agencies (with more than 20 employees) that had the highest turnover and the most common reason for terminations.

Table 3

Agencies with a Turnover Rate Exceeding 30 Percent					
Agency Number	Agency	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate	Most Common Reason for Termination
225	Fifth Court of Appeals District, Dallas	37	20	54.05%	Reasons Unknown
222	Second Court of Appeals District, Fort Worth	30	15	50.00%	Reasons Unknown
201	Supreme Court of Texas	55	25	45.45%	Reasons Unknown
469	Credit Union Department	20	9	45.00%	Dislike/Unsuitability for Assigned Duties
233	Thirteenth Court of Appeals District, Corpus Christi	22	9	40.91%	Reasons Unknown
221	First Court of Appeals District, Houston	31	12	38.71%	Reasons Unknown

Table 3, concluded

Agencies with a Turnover Rate Exceeding 30 Percent					
Agency Number	Agency	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate	Most Common Reason for Termination
467	Board of Private Investigators and Private Security Agencies	37	14	37.84%	Reasons Unknown
407	Commission on Law Enforcement Officer Standards and Education	40	15	37.50%	Transfer to a different State Agency/Institution
479	State Office of Risk Management	96	35	36.46%	Reasons Unknown
308	State Auditor's Office	219	79	36.07%	Reasons Unknown
475	Office of Public Utility Counsel	20	7	35.00%	Transfer to a different State Agency/Institution
223	Third Court of Appeals District, Austin	23	8	34.78%	Reasons Unknown
320	Texas Workforce Commission	4,655	1,566	33.64%	Reduction in Force
655	Department of Mental Health and Mental Retardation	23,128	7,655	33.10%	Reasons Unknown
532	Interagency Council on Early Childhood Intervention	52	17	32.69%	Transfer to a different State Agency/Institution
694	Youth Commission	3,838	1,246	32.46%	Reasons Unknown
457	Board of Public Accountancy	38	12	31.58%	Transfer to a different State Agency/Institution
234	Fourteenth Court of Appeals District, Houston	29	9	31.03%	Reasons Unknown
224	Fourth Court of Appeals District, San Antonio	26	8	30.77%	Reasons Unknown

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

| See Appendix 2 for the breakdown of turnover for each agency.

Section 4:

Which Jobs Do State Employees Leave the Most and Why?

The types of jobs state employees leave most often are in the fields of medical/health, employment, and social services (see Table 4). Additionally, turnover among information technology professionals continues to be significant, although there was not a significant increase in terminations from last year.

Table 4

Occupational Categories with the Highest Turnover		
Occupational Category	Turnover Rate	Comments
Medical and Health	30.66%	Therapist Technicians (43.96%) and Licensed Vocational Nurses (34.86%) experienced significant turnover.
Employment	29.95%	Employment Specialists (31.91%) at Texas Workforce Commission experienced significant turnover.
Social Services	26.00%	Several jobs in this category had turnover rates greater than 30 percent including: Mental Health and Mental Retardation Aides (88.44%), Professional Trainee – Mental Health and Mental Retardation (68.18%), Child Development Specialists (58.54%), Case Managers (37.16%), Community Care Workers (36.96%), Human Services Technicians (35.95%), Mental Health and Mental Retardation Services Assistants (35.35%), Clinical Social Workers (32.02%), Caseworkers (30.37%), and Rehabilitation Teachers (30.21%).
Information Technology Professionals	19.84%	Only Programmer Analysts (30.74%) had a turnover rate over 30%.

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

See Appendix 3 for a breakdown of turnover by occupational groups and Appendix 5 for turnover by job class series.

There has been much discussion about the State's loss of information technology professionals in recent times. While the turnover rate has not significantly increased over the last two years, the loss of these employees continues to be problematic to agencies. Table 5 shows the turnover rate for information technology professionals over the last five fiscal years.

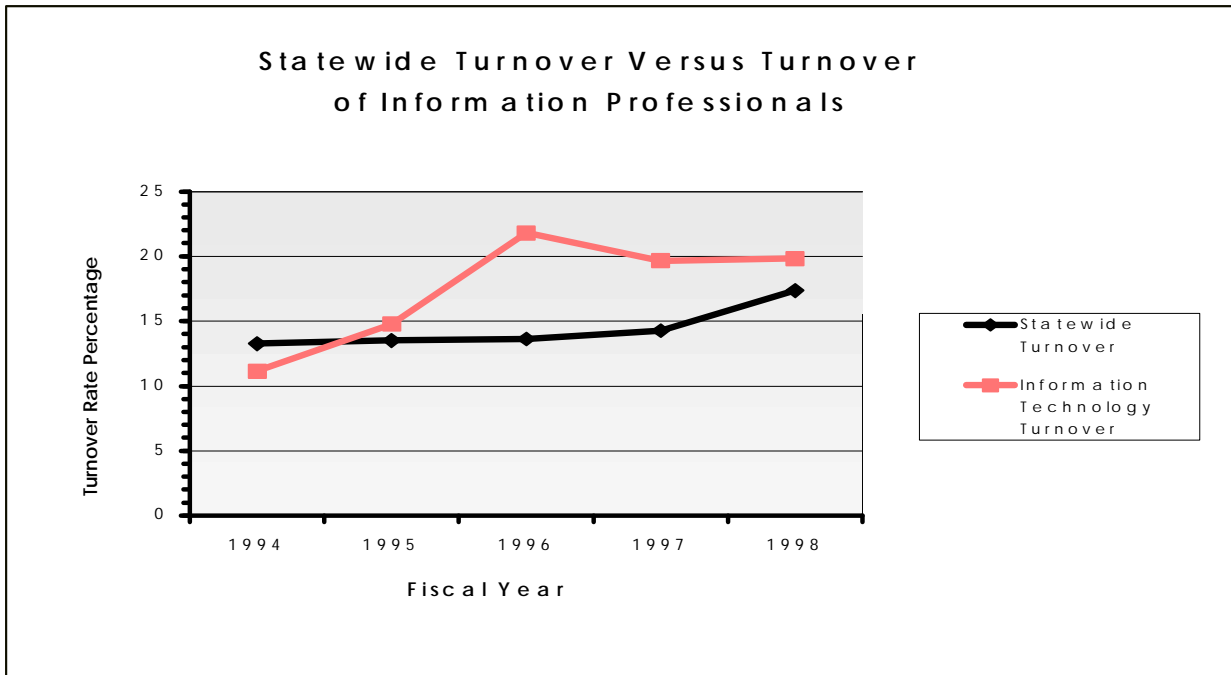
Table 5

Turnover Rates for Information Technology Professionals (by fiscal year)					
Job Class Series	1998	1997	1996	1995	1994
Data Base Administrator	24.59	22.61	25.74	17.33	15.00
Network Specialist	19.17	20.87	21.82	14.29	11.89
Programmer	25.18	27.05	26.41	25.88	12.63
Programmer Analyst	30.74	20.25	23.34	13.48	11.26
Systems Analyst	14.48	15.21	16.48	11.05	10.64
Systems Programmer	29.63	21.01	31.58	21.15	5.49
Telecommunications Specialist	11.84	20.77	25.19	10.71	9.92
Director of ADP	N/A	14.68	23.08	8.59	10.16
Total Weighted Average	19.84	19.66	21.68	14.78	11.13

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Figure 1 compares the turnover rate for information technology professionals and the State's overall rate.

Figure 1



Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Seven agencies (with ten or more information technology professionals) experienced turnover rates of higher than 30 percent for their information technology professionals, as shown in Table 6.

Table 6

Turnover Rate for Information Technology Professionals			
Agency	Average Number Employed	Number Terminated	Turnover Rate
Texas Lottery Commission	10	5	50.00%
Texas Workers' Compensation Commission	51	20	39.22%
Secretary of State	19	7	36.84%
Water Development Board	18	6	33.33%
Parks and Wildlife Department	34	11	32.35%
Texas Commission for The Blind	10	3	30.00%
Alcoholic Beverage Commission	10	3	30.00%

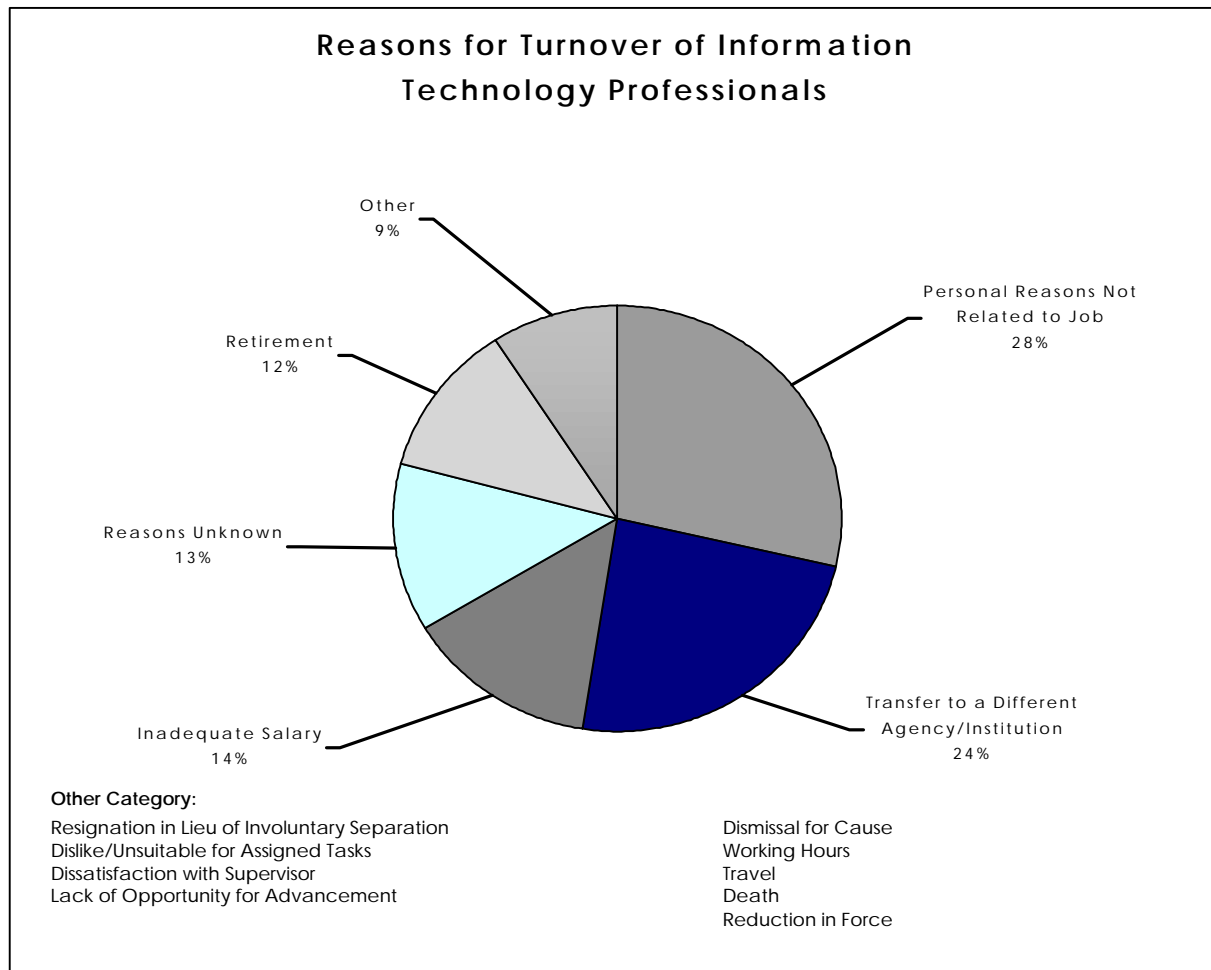
Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

See Appendix 4 for complete breakdowns of turnover rates for information technology professionals by agency.

Texas' turnover rate for information technology professionals is significantly higher than that of most other states. According to a survey conducted by the International Personnel Management Association, most state governments have information

technology turnover rates under 15 percent, although the average information technology turnover of all states was 16 percent. Figure 2 details the reasons for turnover in information technology professionals in Texas.

Figure 2



Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Nationally, it is likely that the shortage of information technology professionals will continue. The Bureau of Labor Statistics predicts that computer and data processing services will have the fastest employment growth of any industry, with a projected growth of over 10 percent per year through the year 2006. The Bureau of Labor Statistics predicts that the three fastest growing occupations through the year 2006 will be (1) database administrators; (2) computer support specialists; and (3) all other computer scientists, computer engineers, and systems analysts. Employment in each of these occupations is projected to grow by over 10 percent annually.

In Texas, this projected growth will be even more dramatic. *Computerworld* estimated a projected increase of 17 percent in permanent information technology staff for the West - South Central region of the United States. This is, by far, the highest growth of any of the nine regions. Also, in a survey by Corptech, a company

that tracks America's technology manufacturers, 286 Texas companies projected an employment increase of 2,126 employees (7.6 percent).

In Austin, where the majority of the State's information technology professionals are employed, there is significant competition for these employees. Currently, there are more than 33,000 people employed by computer and computer peripheral companies; nearly 24,000 people by semiconductor and related companies; and over 30,000 people in software development. This concentration of software development in Austin makes it the second largest concentration of software development in the United States.

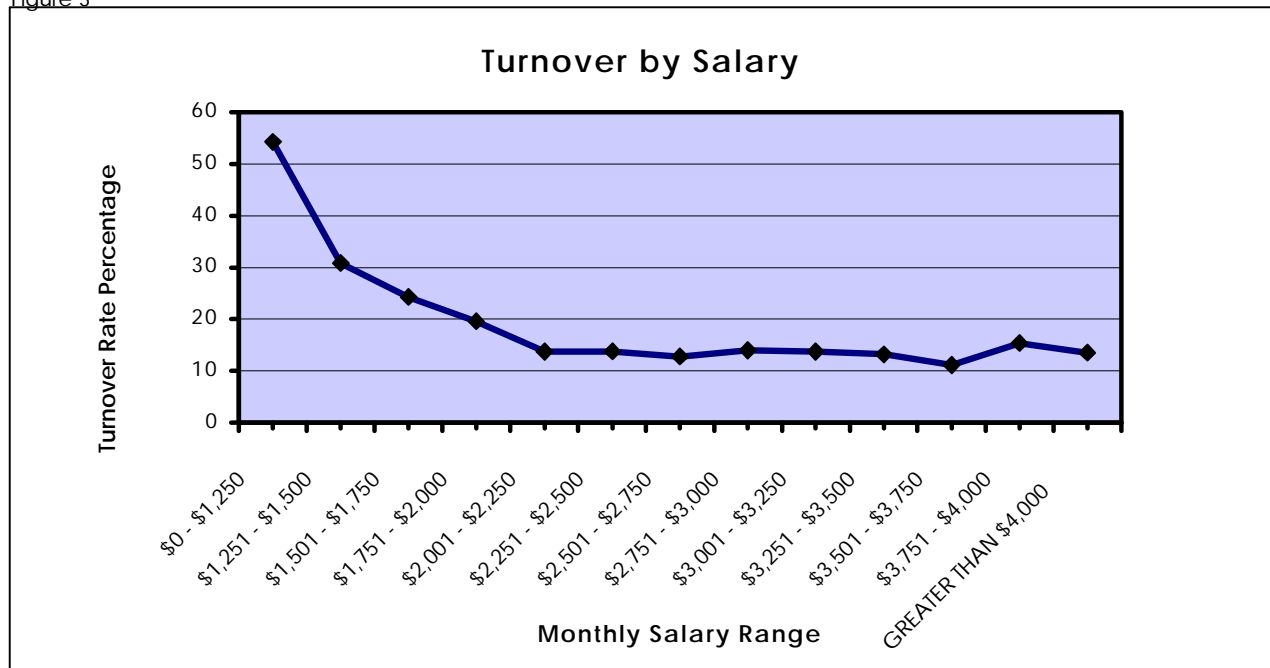
Because strong growth in this field is projected to continue in Texas and, in particular, Austin, competition for information technology employees is expected to continue. According to the Society for Human Resource Management the four most common tactics to improve employee retention are health care benefits, new hire orientation, open communication policies, and salary increases. According to a study by International Personnel Management Association, the two major barriers to hiring information technology professional staff are low base salaries and an inability to reward employees with bonuses and raises. These same two reasons were cited as the most common reasons for an inability to retain information technology staff.

Section 5:

How Does Employee Salary Impact Turnover?

The lowest salaried employees had the highest turnover rate overall. The turnover rate for employees who made less than the average annual state salary (\$27,265), was 21.70 percent; the turnover rate for those who made more than the average state salary was 13.46 percent. Figure 3 shows the turnover rate by salary.

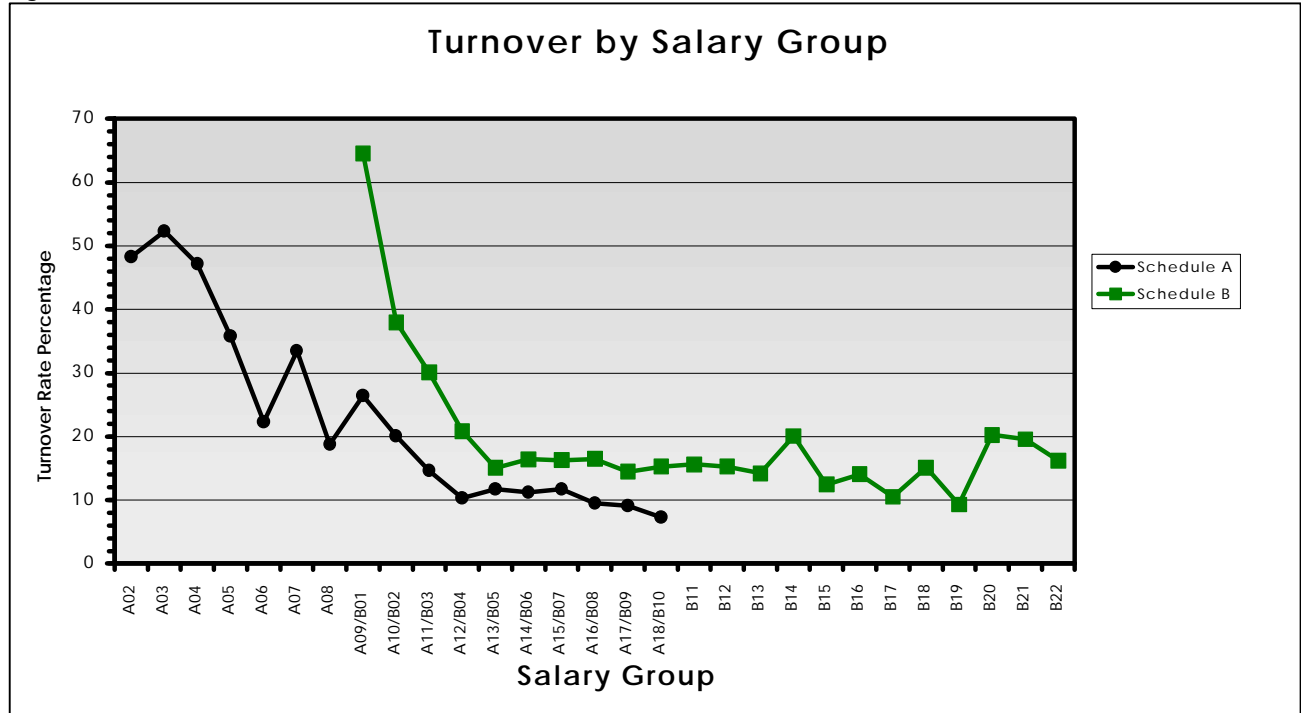
Figure 3



Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

The turnover rate for Schedule A employees was 20.64 percent, and the rate for Schedule B employees was 17.04 percent (see Figure 4). The turnover rate for Schedule C employees, which covers law enforcement personnel, was 4.09 percent.

Figure 4



Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

See Appendix 6 for the complete breakdown of turnover rates by salary group.

Section 6:

Why Do Employees Leave State Employment?

State employees primarily leave their positions voluntarily and most claim their reasons are not related to their jobs. The majority of the State's classified terminations (84.00 percent) were voluntary separations by the employee. Involuntary separations (due to reductions in force, dismissal for cause, and death) accounted for the remaining classified terminations.

Based on the data reported by agencies, the main reason for agency terminations for fiscal year 1998 was "Personal reasons not related to the job" (38.90 percent of total terminations). "Retirement" (10.66 percent of total terminations) was the second most common reason for separation, "Inadequate salary" (7.98 percent) was the third, followed by "Reasons Unknown" (7.87 percent).

Compared to last year, the number of employees who retired from state employment more than doubled. This is probably due to two reasons. First, the service retirement annuity multiplier increased from 2.00 percent to 2.25 percent. Second, the Rule of

80 was implemented, increasing the number of employees eligible for retirement. This rule allows an employee to retire if the sum of the employee's age and the amount of service credit equal 80.

The number of employees who left state employment due to reductions in force (RIFs) also more than doubled compared to last fiscal year. RIFs accounted for significant terminations at the following agencies: Department of Mental Health and Mental Retardation (1,239 terminations, 16.19 percent of agency terminations), Texas Workforce Commission (524 terminations, 33.46 percent of agency terminations), and the Department of Transportation (139 terminations, 8.86 percent of agency terminations).

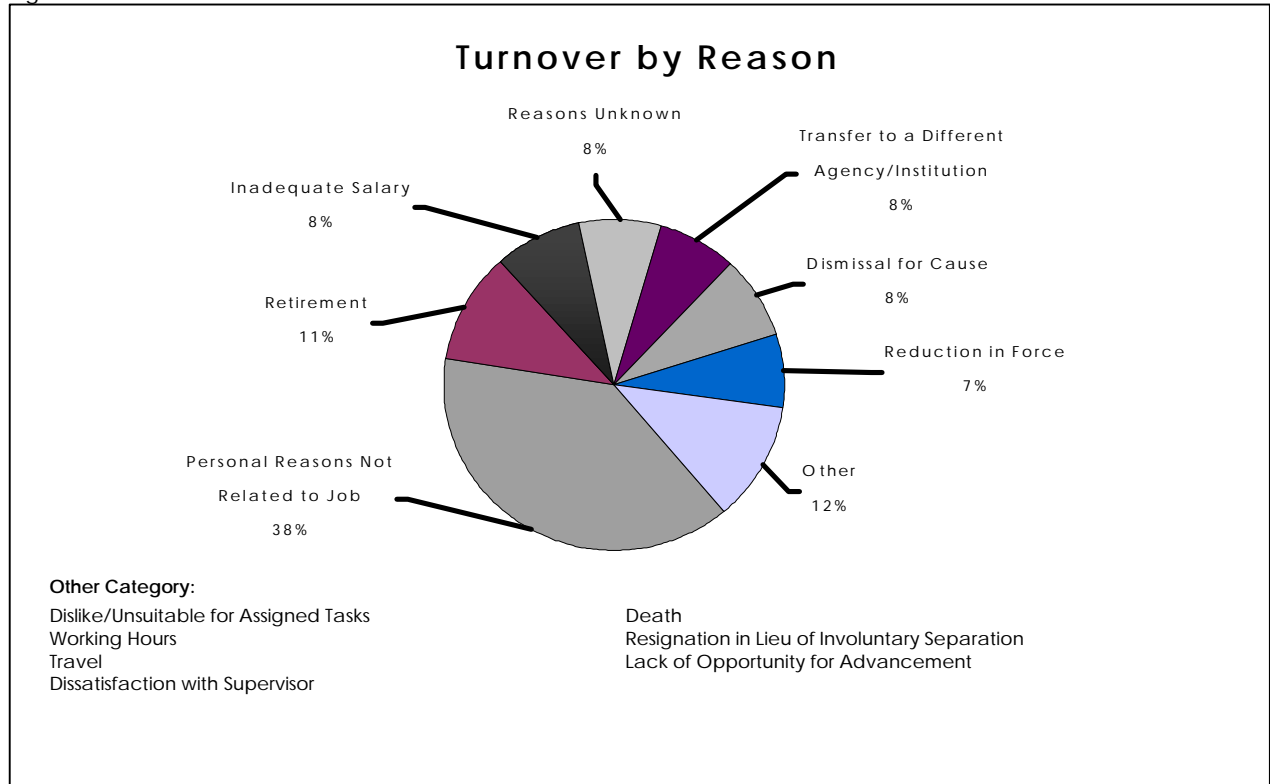
Two studies analyzed reasons for turnover. "Personal reasons not related to the job" was not identified as a leading cause of turnover in one study, and the other identified it as the eighth most important reason. Both of these studies identified "Inadequate salary" and "Lack of opportunity" as two of the most common reasons for employee turnover. "Lack of recognition" was also cited.

Because of the prevalence of "Personal reasons not related to the job" (38.90 percent of total statewide separations) as an explanation for turnover, the State Auditor's Office (Office) believes that agencies are using it as a catch-all category and that it does not accurately reflect the reality of employee separations.

The Office believes that agencies are not aggressively and accurately collecting this data because the main reasons they identify are significantly different from the reasons identified by the studies of employee turnover. Additionally, anecdotal evidence suggests that data are incomplete.

This presents a clear problem in analyzing and recommending appropriate solutions for some of the turnover the State is experiencing.

Figure 5



Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

| See Appendix 7 for the statewide summary of reasons employees terminate.

Section 7:

What Can the State Do to Reduce Turnover?

Manchester Partners International identifies the main reasons for retention based on the level of the positions. The most common methods for retaining senior-level executives are better compensation and benefits, stock options, and more careful selection in hiring. The most common methods for retaining middle managers are better compensation and benefits, more careful selection in hiring, and tuition reimbursement. The most common methods for retaining front-line employees are more careful selection in hiring, better compensation and benefits, tuition reimbursement, and improved training programs.

The only common factor identified in surveys by the Society for Human Resource Management and Manchester Partners International (all three levels of employees) was better compensation and benefits.

As the state leadership continues to explore programs for its employees, these factors should be kept in mind.

Objective, Scope, and Methodology

The objective of this report is to provide information on employee turnover for use in evaluating and analyzing trends in state employment and in addressing the causes of state employee turnover.

Prior to fiscal year 1994, calculation of statewide turnover for classified employees included interagency transfers. This was done so that individual agency turnover rates would be comparable to the statewide rate. Since fiscal year 1994, however, we have excluded interagency transfers from this calculation.

This report relating to full-time classified employees in 131 state agencies was prepared from quarterly and year-end summary information received from the Comptroller's Human Resource Information System (HRIS) and Uniform Statewide Payroll/Personnel System (USPS). This report does not address turnover figures for exempt, part-time, temporary, or higher education employees.

The average number of employees was computed by averaging the number of classified employees contained in each HRIS quarterly report for each quarter of fiscal year 1998.

The Law Clerk classification is excluded from the calculation of the occupational category turnover rate because it is only a temporary position. Including it would increase the turnover rate for the Legal category to 20.67 percent.

We reviewed turnover data from surveys conducted by Robert Half International, a human resources consulting firm, and William M. Mercer, Inc., a management consulting company. Robert Half International surveyed executives while William Mercer, Inc., surveyed managers. The surveys identified these top reasons for employee turnover.

Robert Half International Survey

Limited advancement potential
Lack of recognition
Inadequate salary and benefits
Unhappiness with management

William M. Mercer, Inc. Survey

Compensation
Career development
Work hours
Job fit
Manager-employee relations
Corporate culture
Recognition
Family obligations
Physical work environment

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- Greg Carlson
- Kelli Dan, CCP, PHR, State Classification Officer
- Craig Kinton, CPA, Director

Appendix 2:

Turnover by Agency

Classified Employee Turnover by Agency				
Agency Number	Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article I - General Government				
477	Advisory Commission on State Emergency Communications	18	6	33.33%
344	Commission on Human Rights	42	9	21.43%
304	Comptroller of Public Accounts	2,763	261	9.45%
313	Department of Information Resources	98	25	25.51%
327	Employees Retirement System	290	48	16.55%
325	Fire Fighters' Pension Commissioner	4	4	100.00%
303	State General Services Commission	733	134	18.28%
301	Office of the Governor	137	30	21.90%
333	Office of State – Federal Relations	10	4	40.00%
302	Office of the Attorney General	3,524	580	16.46%
307	Secretary of State	225	48	21.33%
342	Aircraft Pooling Board	34	8	23.53%
338	Pension Review Board	4	1	25.00%
809	Preservation Board	68	9	13.24%
352	Bond Review Board	8	2	25.00%
813	Commission on the Arts	15	7	46.67%
356	Texas Ethics Commission	25	2	8.00%
808	Historical Commission	86	19	22.09%
403	Veterans Commission	78	10	12.82%
353	Texas Incentive and Productivity Commission	5	2	40.00%
347	Public Finance Authority	12	1	8.33%
306	Library and Archives Commission	171	37	21.64%
Article I Total		8,347	1,247	14.94%
Article II – Health and Human Services				
355	Children’s Trust Fund of Texas Council	6	3	50.00%
335	Commission for the Deaf and Hard of Hearing	10	0	0.00%
324	Department of Human Services	14,763	2,349	15.91%
530	Department of Protective and Regulatory Services	6,156	1,075	17.46%
529	Health and Human Services Commission	152	38	25.00%
364	Health Professions Council	2	0	0.00%
532	Interagency Council on Early Childhood Intervention	52	17	32.69%
527	Cancer Council	7	2	28.57%
318	Commission for the Blind	567	92	16.23%
501	Department of Health	5,429	725	13.35%

Classified Employee Turnover by Agency				
Agency Number	Agency	Average Number of Employees	Number of Terminations	Turnover Rate
340	Department on Aging	31	9	29.03%
330	Rehabilitation Commission	2,399	322	13.42%
517	Commission on Alcohol and Drug Abuse	216	33	15.28%
655	Department of Mental Health and Mental Retardation	23,128	7,655	33.10%
Article II Total		5,2917	12,320	23.28%
Article III – Education				
771	School for the Blind and Visually Impaired	230	34	14.78%
772	School for the Deaf	321	66	20.56%
705	State Board for Educator Certification	45	11	24.44%
323	Teacher Retirement System	374	63	16.84%
367	Telecommunications Infrastructure Fund Board	14	6	42.86%
701	Texas Education Agency	762	126	16.54%
Article III Total		1,745	306	17.54%
Article IV – Judiciary				
221	1 st Court of Appeals District, Houston	31	12	38.71%
222	2 nd Court of Appeals District, Fort Worth	30	15	50.00%
223	3 rd Court of Appeals District, Austin	23	8	34.78%
224	4 th Court of Appeals District, San Antonio	26	8	30.77%
225	5 th Court of Appeals District, Dallas	37	20	54.05%
226	6 th Court of Appeals District, Texarkana	13	5	38.46%
227	7 th Court of Appeals District, Amarillo	16	2	12.50%
228	8 th Court of Appeals District, El Paso	16	0	0.00%
229	9 th Court of Appeals District, Beaumont	14	0	0.00%
230	10 th Court of Appeals District, Waco	13	2	15.38%
231	11 th Court of Appeals District, Eastland	13	3	23.08%
232	12 th Court of Appeals District, Tyler	12	1	8.33%
233	13 th Court of Appeals District, Corpus Christi	22	9	40.91%
234	14 th Court of Appeals District, Houston	29	9	31.03%
242	State Commission on Judicial Conduct	10	4	40.00%
211	Court of Criminal Appeals	56	9	16.07%
204	Court Reporters Certification Board	1	0	0.00%
212	Texas Judicial Council Office of Court Administration	102	9	8.82%
213	State Prosecuting Attorney, Office of the	3	0	0.00%
201	Supreme Court of Texas	55	25	45.45%
243	State Law Library	7	0	0.00%
Article IV Total		536	141	26.31%
Article V – Public Safety and Criminal Justice				
401	Adjutant General's Department	407	113	27.76%

Classified Employee Turnover by Agency				
Agency Number	Agency	Average Number of Employees	Number of Terminations	Turnover Rate
458	Alcoholic Beverage Commission	479	30	6.26%
467	Board of Private Investigators and Security Agencies	37	14	37.84%
407	Commission on Law Enforcement Officer Standards and Education	40	15	37.50%
409	Commission on Jail Standards	19	3	15.79%
410	Criminal Justice Policy Council	25	7	28.00%
405	Department of Public Safety	6,652	708	10.64%
474	Polygraph Examiners Board	1	2	200.00%
411	Commission on Fire Protection	30	7	23.33%
696	Department of Criminal Justice	39,892	6,277	15.73%
665	Juvenile Probation Commission	45	5	11.11%
406	Texas Military Facilities Commission	30	7	23.33%
694	Youth Commission	3,838	1,246	32.46%
Article V Total		51,494	8,434	16.38%
Article VI – Natural Resources				
551	Department of Agriculture	459	46	10.02%
305	General Land Office and Veterans' Land Board	653	92	14.09%
526	Low-Level Radioactive Waste Disposal Authority	12	2	16.67%
802	Parks and Wildlife Department	2,365	208	8.79%
455	Railroad Commission	824	133	16.14%
579	Texas River Compact Commissions	2	0	0.00%
592	Soil and Water Conservation Board	54	4	7.41%
582	Natural Resource Conservation Commission	2,667	372	13.95%
554	Animal Health Commission	206	17	8.25%
580	Water Development Board	277	39	14.08%
Article VI Total		7,518	913	12.14%
Article VII – Business and Economic Development				
354	Texas Aerospace Commission	2	2	100.00%
362	Texas Lottery Commission	297	50	16.84%
320	Texas Workforce Commission	4,655	1,566	33.64%
480	Texas Department of Economic Development	170	46	27.06%
332	Department of Housing and Community Affairs	356	74	20.79%
601	Department of Transportation	13,973	1,569	11.23%
Article VII Total		19,452	3,307	17.00%
Article VIII – Regulatory				
520	Board of Examiners of Psychologists	13	4	30.77%
459	Board of Architectural Examiners	15	6	40.00%
508	Board of Chiropractic Examiners	5	1	20.00%

Classified Employee Turnover by Agency				
Agency Number	Agency	Average Number of Employees	Number of Terminations	Turnover Rate
460	Board of Professional Engineers	21	4	19.05%
578	Board of Veterinary Medical Examiners	8	0	0.00%
511	Board of Vocational Nurse Examiners	19	1	5.26%
502	Board of Barber Examiners	12	8	66.67%
504	Texas State Board of Dental Examiners	23	1	4.35%
503	Board of Medical Examiners	91	12	13.19%
507	Board of Nurse Examiners	47	11	23.40%
515	Board of Pharmacy	34	7	20.59%
456	Board of Plumbing Examiners	21	6	28.57%
337	Board of Tax Professional Examiners	3	3	100.00%
466	Office of Consumer Credit Commissioner	39	9	23.08%
469	Credit Union Department	20	9	45.00%
451	Department of Banking	131	34	25.95%
452	Department of Licensing and Regulation	130	20	15.38%
533	Executive Council of Physical Therapy and Occupational Therapy Examiners	17	5	29.41%
359	Office of Public Insurance Counsel	14	2	14.29%
475	Office of Public Utility Counsel	20	7	35.00%
514	Optometry Board	5	3	60.00%
329	Real Estate Commission	85	13	15.29%
478	Research and Oversight Council on Workers' Compensation	11	3	27.27%
450	Savings and Loan Department	13	2	15.38%
312	Securities Board	75	12	16.00%
512	Board of Podiatric Medical Examiners	3	1	33.33%
360	State Office of Administrative Hearings	101	24	23.76%
479	State Office of Risk Management	96	35	36.46%
472	Structural Pest Control Board	33	5	15.15%
464	Board of Professional Land Surveying	3	0	0.00%
505	Cosmetology Commission	42	3	7.14%
454	Department of Insurance	982	145	14.77%
513	Funeral Service Commission	8	7	87.50%
473	Public Utility Commission of Texas	210	47	22.38%
476	Racing Commission	76	12	15.79%
453	Workers' Compensation Commission	1,062	211	19.87%
457	Board of Public Accountancy	38	12	31.58%
Article VIII Total		3522	685	19.45%
Article X - The Legislature				
308	State Auditor's Office	219	79	36.07%
Article X Total		219	79	36.07%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Appendix 3:

Turnover by Occupational Category

Classified Employee Turnover by Occupational Category			
Occupational Category	Average Number of Employees	Number of Terminations	Turnover Rate
Medical and Health	7,443	2,282	30.66%
Employment	2,150	644	29.95%
Social Services - Mental Health and Mental Retardation	27,759	7,218	26.00%
Legal	2,337	483	20.67%
Information Technology	5,131	983	19.16%
Custodial and Domestic	4,044	743	18.37%
Criminal Justice	32,223	5,839	18.12%
Administrative Support	21,054	3,677	17.46%
Human Resources	1,955	334	17.08%
Library and Records	203	34	16.75%
Planning, Research, and Statistics	860	143	16.63%
Safety	295	49	16.61%
Insurance	375	62	16.53%
Accounting, Auditing, and Finance	5,406	891	16.48%
Office Services	373	60	16.09%
Public Safety	1,005	156	15.52%
Program Management	9,103	1,299	14.27%
Property Management and Purchasing	2,033	275	13.53%
Inspectors and Investigators	1,398	185	13.23%
Procedures and Information	605	78	12.89%
Maintenance	4,550	582	12.79%
Land Surveying, Appraising, and Utilities	318	36	11.32%
Engineering and Design	8,868	972	10.96%
Natural Resources	2,468	252	10.21%
Law Enforcement	3,787	155	4.09%
Education	7	0	0.00%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Turnover Rate for Information Technology Professionals by Agency

Turnover Rate For Information Technology Professionals by Agency			
Agency	Average Number of Professionals	Number of Terminations	Turnover Rate
General Government			
Secretary of State	19	7	36.84%
Interagency Council Early Childhood Intervention	1	0	0.00%
Texas Commission on Alcohol and Drug Abuse	8	1	12.50%
Advisory Commission on State Emergency Communications	5	0	0.00%
Library and Archives Commission	9	3	33.33%
Historical Commission	3	2	66.67%
Bond Review Board	1	0	0.00%
Office of the Attorney General	166	34	20.48%
Office of the Governor	3	2	66.67%
State General Services Commission	47	12	25.53%
Employees Retirement System	38	5	13.16%
Department of Information Resources	32	8	25.00%
Comptroller of Public Accounts	555	70	12.61%
Commission on Human Rights	2	0	0.00%
Texas Ethics Commission	2	0	0.00%
Health and Human Services			
Commission for the Blind	10	3	30.00%
Rehabilitation Commission	74	13	17.57%
Department of Mental Health and Mental Retardation	146	31	21.23%
Department of Human Services	383	94	24.54%
Department on Aging	3	1	33.33%
Health and Human Services Commission	6	2	33.33%
Department of Protective and Regulatory Services	63	11	17.46%
Department of Health	218	38	17.43%
Education			
Teacher Retirement System	36	3	8.33%
Telecommunications Infrastructure Fund Board	1	1	100.00%
State Board for Educator Certification	1	1	100.00%
School for the Deaf	4	0	0.00%
School for the Blind and Visually Impaired	3	0	0.00%
Texas Education Agency	77	16	20.78%
Judiciary			
2 nd Court of Appeals District, Fort Worth	1	0	0.00%
Court of Criminal Appeals	0	0	0.00%
Texas Judicial Council Office of Court Administration	5	2	40.00%
Public Safety and Criminal Justice			
Commission on Jail Standards	1	1	100.00%

Turnover Rate For Information Technology Professionals by Agency			
Agency	Average Number of Professionals	Number of Terminations	Turnover Rate
Adjutant General's Department	6	1	16.67%
Alcoholic Beverage Commission	10	3	30.00%
Commission on Law Enforcement Officer Standards and Education	2	0	0.00%
Criminal Justice Policy Council	4	1	25.00%
Department of Public Safety	117	25	21.37%
Commission on Fire Protection	1	1	100.00%
Department of Criminal Justice	97	14	14.43%
Juvenile Probation Commission	2	0	0.00%
Youth Commission	45	6	13.33%
Board of Private Investigators and Security Agencies	1	0	0.00%
Natural Resources			
Department of Agriculture	2	0	0.00%
Water Development Board	18	6	33.33%
Animal Health Commission	3	0	0.00%
Natural Resource Conservation Commission	124	29	23.39%
Railroad Commission	39	11	28.21%
General Land Office and Veterans' Land Board	31	9	29.03%
Parks and Wildlife Department	34	11	32.35%
Business and Economic Development			
Department of Transportation	335	59	17.61%
Department of Housing and Community Affairs	12	2	16.67%
Texas Workforce Commission	173	37	21.39%
Texas Lottery Commission	10	5	50.00%
Texas Department of Economic Development	11	3	27.27%
Regulatory			
Department of Licensing and Regulation	6	1	16.67%
Workers' Compensation Commission	51	20	39.22%
Racing Commission	2	1	50.00%
Public Utility Commission of Texas	6	3	50.00%
Department of Insurance	59	9	15.25%
State Office of Risk Management	2	0	0.00%
State Office of Administrative Hearings	3	0	0.00%
Securities Board	3	0	0.00%
Research and Oversight Council on Workers' Compensation	1	0	0.00%
Board of Medical Examiners	4	0	0.00%
Office of Public Insurance Counsel	1	0	0.00%
Department of Banking	2	0	0.00%
Office of Consumer Credit Commissioner	1	1	100.00%
Board of Pharmacy	1	1	100.00%
Board of Nurse Examiners	1	0	0.00%

Turnover Rate For Information Technology Professionals by Agency			
Agency	Average Number of Professionals	Number of Terminations	Turnover Rate
Board of Public Accountancy	3	1	33.33%
Real Estate Commission	2	3	150.00%
Legislature			
State Auditor's Office	13	3	23.08%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Full-Time Classified Employee Turnover by Job Classification Series

Full-Time Classified Employee Turnover by Job Classification Series				
Occupational Category/ Job Class Series	Salary Schedule	Average Number of Employees	Number of Terminations	Turnover Rate
Administrative Support				
Administrative Technician	A	11,808	1,760	14.91%
Clerk/Clerical Supervisor	A	5,857	1,316	22.47%
Secretary	A	2,543	493	19.39%
Switchboard Operator	A	241	36	14.94%
Word Processing Operator	A	233	33	14.16%
Executive Assistant	B	372	39	10.48%
Criminal Justice				
Agriculture Specialist	A	129	10	7.75%
Correctional Officer	A	24,575	4,282	17.42%
Correctional Transportation Officer	A	148	13	8.78%
Counsel Substitute	A	124	14	11.29%
Industrial Specialist	A	472	54	11.44%
Juvenile Correctional Officer	A	2,247	927	41.26%
Parole Officer	B	1,595	211	13.23%
Supervising Correctional Officer	B	2,754	315	11.44%
Warden/Senior Warden	B	179	13	7.26%
Custodial and Domestic				
Barber/Cosmetologist	A	25	4	16.00%
Canteen Manager	A	7	0	0.00%
Cook	A	370	60	16.22%
Custodian	A	532	126	23.68%
Custodian/Custodian Managers	A	36	3	8.33%
Custodians	A	582	99	17.01%
Food Service Worker	A	658	161	24.47%
Food Service Worker/Manager	A	963	150	15.58%
Groundskeeper	A	139	23	16.55%
Laundry Worker	A	170	35	20.59%
Laundry Worker/Manager	A	549	82	14.94%
Sewing Room Worker/Supervisor	A	13	0	0.00%
Education				
Principals, Teachers, Supervisors, and Coaches	B	7	0	0.00%
Employment				
Employment Clerk	A	24	7	29.17%
Unemployment Insurance Claims Examiner	A	34	3	8.82%
Appeals Referee	B	98	23	23.47%
Employment Specialist	B	1,874	598	31.91%
Labor Market Analyst	B	56	12	21.43%

Full-Time Classified Employee Turnover by Job Classification Series				
Occupational Category/ Job Class Series	Salary Schedule	Average Number of Employees	Number of Terminations	Turnover Rate
Unemployment Insurance Specialist	B	37	1	2.70%
Unemployment Tax Specialist	B	26	0	0.00%
Engineering and Design				
Drafting Technician	A	44	7	15.91%
Engineering Aide	A	956	205	21.44%
Engineering Technician	A	5,469	496	9.07%
Graphics Designer	A	78	19	24.36%
Architect	B	79	7	8.86%
Engineer	B	890	92	10.34%
Engineering Assistant	B	282	33	11.70%
Engineering Specialist	B	1,049	110	10.49%
Project Design Assistant	B	23	3	13.04%
Accounting, Auditing, and Finance				
Accounting Clerk	A	659	142	21.55%
Claims Officer	A	80	11	13.75%
Reimbursement Officer	A	65	8	12.31%
Accountant	B	1,589	273	17.18%
Accounts Examiner	B	790	62	7.85%
Assistant State Auditor	B	162	68	41.98%
Auditor	B	1,029	120	11.66%
Budget Analyst	B	250	55	22.00%
Equity Trader	B	3	1	33.33%
EDP Audit Specialist	B	10	2	20.00%
Financial Analyst	B	4	0	0.00%
Financial Examiner	B	211	50	23.70%
Internal Auditor	B	214	35	16.36%
Investment Officer	B	11	3	27.27%
Management Auditor	B	166	37	22.29%
Portfolio Asset Manager	B	31	5	16.13%
Taxpayer Compliance Officer	B	134	19	14.18%
Human Resources				
Human Resources Assistant	A	167	24	14.37%
Human Resources Clerk	A	447	113	25.28%
Training Assistant	A	24	9	37.50%
Human Resources Specialist	B	761	111	14.59%
Training Specialist	B	556	77	13.85%
Information Technology				
ADP Equipment Operator	A	282	50	17.73%
ADP Record Control Clerk	A	135	30	22.22%
Data Entry Operator	A	652	106	16.26%
Systems Support Specialist	A	853	162	18.99%
ADP Supervisor	B	55	7	12.73%
Data Base Administrator	B	122	30	24.59%

Full-Time Classified Employee Turnover by Job Classification Series				
Occupational Category/ Job Class Series	Salary Schedule	Average Number of Employees	Number of Terminations	Turnover Rate
Network Specialist	B	386	74	19.17%
Programmer	B	413	104	25.18%
Programmer Analyst	B	514	158	30.74%
Systems Analyst	B	1,461	212	14.51%
Systems Programmer	B	108	32	29.63%
Telecommunications Specialist	B	152	18	11.84%
Inspectors and Investigators				
Sample Technician	A	19	0	0.00%
Seed Analyst	A	20	1	5.00%
Inspector	B	639	71	11.11%
Investigator	B	720	113	15.69%
Insurance				
Insurance Technician	A	22	4	18.18%
Actuary	B	21	4	19.05%
Insurance Specialist	B	218	33	15.14%
Retirement System Benefits Specialist	B	114	21	18.42%
Land Surveying, Appraising, and Utilities				
Appraiser	B	101	8	7.92%
Land Surveyor	B	15	1	6.67%
Right of Way Agent	B	171	16	9.36%
Utility Specialist	B	31	11	35.48%
Law Enforcement				
Agent	C	140	5	3.57%
Agent Trainee	C	13	1	7.69%
Capitol Police Officer	C	121	5	4.13%
Captain	C	62	3	4.84%
Commander	C	9	0	0.00%
Corporal	C	172	10	5.81%
Game Warden	C	238	2	0.84%
Game Warden Officers/ Commanders	C	216	15	6.94%
Inspector	C	11	2	18.18%
Internal Affairs Investigator	C	99	1	1.01%
Internal Affairs Trainee	C	2	0	0.00%
Lieutenant	C	162	4	2.47%
Major	C	12	0	0.00%
TABC Supervising Officer	C	51	0	0.00%
Pilot	C	26	2	7.69%
Senior Capitol Police Officer	C	13	1	7.69%
Senior Internal Affairs Investigator	C	22	0	0.00%

Full-Time Classified Employee Turnover by Job Classification Series				
Occupational Category/ Job Class Series	Salary Schedule	Average Number of Employees	Number of Terminations	Turnover Rate
Sergeant	C	723	25	3.46%
Trainee/Probationary Capitol Police Officer	C	11	6	54.55%
Trainee/Probationary Game Warden	C	23	1	4.35%
Trainee/Probationary Trooper	C	228	31	13.60%
DPS Trooper	C	1,436	41	2.86%
Legal				
Deputy Clerk	A	62	19	30.65%
Hearings Reporter	A	1	0	0.00%
Legal Secretary	A	238	56	23.53%
Administrative Law Judges	B	40	5	12.50%
Appellate Court Peace Officer	B	1	0	0.00%
Assistant Attorney General	B	599	105	17.53%
Assistant General Counsel	B	26	1	3.85%
Attorney	B	691	144	20.84%
Benefit Review Officer	B	35	3	8.57%
Court Clerk	B	20	1	5.00%
Court Law Clerk	B	86	62	72.09%
Deputy Assistant Secretary for Statutory Filings	B	1	0	0.00%
Hearings Examiner	B	35	7	20.00%
Hearings Officer	B	96	8	8.33%
Law Clerk, Office of the Attorney General	B	6	4	66.67%
Legal Assistant	B	261	55	21.07%
Member, Appeals Panel	B	12	0	0.00%
Ombudsman	B	64	6	9.38%
State Judge Advocate	B	1	0	0.00%
Tax Attorney, Comptroller	B	29	5	17.24%
Title IV-D Master	B	34	2	5.88%
Library and Records				
Library Assistant	A	37	10	27.03%
Archeologist	B	19	6	31.58%
Archivist	B	10	2	20.00%
Exhibit Technician	B	14	1	7.14%
Historian	B	11	2	18.18%
Librarian	B	112	13	11.61%
Museum Curator	B	2	0	0.00%
Maintenance				
Air Conditioning and Boiler Operator	A	84	8	9.52%
Aircraft Mechanic	A	6	0	0.00%

Full-Time Classified Employee Turnover by Job Classification Series				
Occupational Category/ Job Class Series	Salary Schedule	Average Number of Employees	Number of Terminations	Turnover Rate
Electrical and Air Conditioning Mechanic	A	372	55	14.78%
Machinist	A	16	5	31.25%
Maintenance Assistant	A	39	49	125.64%
Maintenance Mechanic	A	1,149	156	13.58%
Maintenance Supervisor	A	1,136	111	9.77%
Motor Vehicle Mechanic	A	388	58	14.95%
Office Machine Service Technician	A	18	1	5.56%
Radio Communications Technician	A	42	5	11.90%
Transportation Maintenance Supervisor	A	982	78	7.94%
Vehicle Driver	A	238	50	21.01%
Aircraft Pilot	B	16	2	12.50%
Maintenance Manager	B	68	4	5.88%
Medical and Health				
Dental Assistant	A	33	0	0.00%
Dental Hygienist	A	33	6	18.18%
Dietetic Assistant	A	11	3	27.27%
Dietetic Technician	A	8	2	25.00%
Electroencephalograph Technician	A	1	0	0.00%
Laboratory Technician	A	120	30	25.00%
Licensed Vocational Nurse	A	1,222	426	34.86%
Medical Aide	A	40	11	27.50%
Medical Technician	A	16	4	25.00%
Orthopedic Equipment Assistant	A	9	1	11.11%
Orthopedic Equipment Technician	A	38	2	5.26%
Pharmacy Technician	A	72	8	11.11%
Radiological Technologist	A	23	7	30.43%
Radiological Technologist Assistant	A	1	0	0.00%
Registered Therapist Assistant	A	23	3	13.04%
Respiratory Care Practitioner	A	8	3	37.50%
Therapist Technician	A	2,361	1,038	43.96%
Associate Psychologist	B	239	59	24.69%
Clinical Pharmacologist	B	9	1	11.11%
Clinical Records Administrator	B	5	3	60.00%
Dentist	B	22	1	4.55%
Dietitian	B	10	4	40.00%
Epidemiologist	B	43	5	11.63%

Full-Time Classified Employee Turnover by Job Classification Series				
Occupational Category/ Job Class Series	Salary Schedule	Average Number of Employees	Number of Terminations	Turnover Rate
Medical Specialist	B	131	28	21.37%
Medical Technologist	B	70	12	17.14%
Microbiologist	B	165	30	18.18%
Nurse	B	1,554	368	23.68%
Nutritionist	B	111	16	14.41%
Pharmacist	B	92	20	21.74%
Physician	B	77	15	19.48%
Professional Trainee	B	66	45	68.18%
Psychological Assistant	B	19	5	26.32%
Psychologist, Associate Psychologist	B	82	20	24.39%
Public Health Technician	B	475	43	9.05%
Registered Therapist	B	211	57	27.01%
Research Specialist	B	15	3	20.00%
Veterinarian	B	31	3	9.68%
Natural Resources				
Fish and Wildlife Technician	A	222	24	10.81%
Park Ranger	A	369	29	7.86%
Chemist	B	128	23	17.97%
Conservation Outdoor Recreation Specialist	B	208	16	7.69%
Conservation Scientist	B	313	15	4.79%
Environmental Specialist	B	890	104	11.69%
Geologist	B	112	15	13.39%
Geologist Assistant	B	9	2	22.22%
Hydrologist	B	73	11	15.07%
Hydrologist Assistant	B	3	0	0.00%
Sanitarian	B	143	13	9.09%
Office Services				
Bindery Technician	A	49	9	18.37%
Duplicating Machine Operator	A	23	5	21.74%
Microfilm Camera Operator	A	43	5	11.63%
Micrographics Technician	A	43	3	6.98%
Photographer	A	18	1	5.56%
Printing Technician	A	197	37	18.78%
Planning, Research, and Statistics				
Research Assistant	A	36	6	16.67%
Statistical Clerk	A	35	4	11.43%
Economist	B	25	6	24.00%
Fire/Crash Rescue Specialist	B	8	2	25.00%
Fire/Crash Rescue Specialist	B	3	1	33.33%
Planner	B	401	60	14.96%

Full-Time Classified Employee Turnover by Job Classification Series				
Occupational Category/ Job Class Series	Salary Schedule	Average Number of Employees	Number of Terminations	Turnover Rate
Planning Assistant	B	43	5	11.63%
Research Specialist	B	174	38	21.84%
Statistician	B	136	21	15.44%
Procedures and Information				
Audio/Visual Technician	A	18	2	11.11%
Emergency Management Information Officer	B	0	0	0.00%
Information Specialist	B	412	51	12.38%
Journalist	B	2	1	50.00%
Marketing Specialist	B	86	8	9.30%
Methods and Procedures Specialist	B	47	9	19.15%
State-Federal Relations Representative	B	7	0	0.00%
Technical Writer	B	34	7	20.59%
Program Management				
Area Manager	B	70	39	55.71%
Manager/Director	B	2,056	289	14.06%
Program Administrator	B	4,523	637	14.08%
Program Specialist	B	2,073	283	13.65%
Staff Services Officer	B	382	51	13.35%
Property Management				
Contract Technician/Specialist	A	232	45	19.40%
Purchasing Clerk	A	333	46	13.81%
Stock and Inventory Clerk	A	275	45	16.36%
Stock and Inventory Clerk/Supervisor	A	113	9	7.96%
Contract Technician/Specialist	B	301	49	16.28%
Purchaser	B	780	81	10.38%
Public Safety				
Communications Center Specialist/Supervisor	A	26	9	34.62%
Fingerprint Technician	A	67	7	10.45%
Police Communications Operator/Supervisors	A	197	19	9.64%
Public Safety Records Technician	A	96	18	18.75%
Security Officer	A	145	25	17.24%
Security Worker	A	259	60	23.17%
Automated Fingerprint Index System Supervisors	B	1	0	0.00%
Combined DNA Index System Analyst/Supervisors	B	5	1	20.00%
Communications Center Specialist/Supervisors	B	1	0	0.00%

Full-Time Classified Employee Turnover by Job Classification Series				
Occupational Category/ Job Class Series	Salary Schedule	Average Number of Employees	Number of Terminations	Turnover Rate
Crime Scene Photographer	B	5	0	0.00%
Criminalist	B	130	9	6.92%
Electronic Technician	B	0	0	0.00%
Evidence/CODIS/DNA Technician	B	12	4	33.33%
Fire/Crash Rescue Specialist	B	19	0	0.00%
Latent Print Technician	B	3	0	0.00%
Police Communications Operator/Supervisors	B	42	4	9.52%
Social Services				
Chaplaincy Services Assistant	A	3	0	0.00%
Child Support Technician	A	232	24	10.34%
Disability Services Technician	A	95	18	18.95%
Houseparent	A	462	126	27.27%
Human Services Technician	A	993	357	35.95%
Mental Health and Mental Retardation Aide	A	1,099	972	88.44%
Mental Health and Mental Retardation Services Assistant	A	4,815	1,702	35.35%
Mental Health and Mental Retardation Specialist	A	2,274	517	22.74%
Mental Health and Mental Retardation Supervisor	A	267	35	13.11%
Recreation Program Specialist	A	149	24	16.11%
Rehabilitation Services Technician	A	673	102	15.16%
Rehabilitation Technician	A	101	20	19.80%
Adult Protective Services Specialist	B	280	33	11.79%
Case Manager	B	409	152	37.16%
Caseworker	B	573	174	30.37%
Chaplain	B	158	13	8.23%
Chemical Dependency Counselor	B	167	39	23.35%
Child Development Specialist	B	41	24	58.54%
Child Protective Services Specialist	B	2,997	630	21.02%
Child Support Officer	B	850	120	14.12%
Clinical Social Worker	B	256	82	32.03%
Community Care Worker	B	46	17	36.96%
Coordinator of Rehabilitation	B	26	4	15.38%
Disability Case Review Specialist	B	25	0	0.00%
Disability Determination Officer	B	74	11	14.86%
Disability Examiner	B	348	31	8.91%
Field Operations Supervisor	B	1	0	0.00%
Human Services Quality Control Analyst	B	92	12	13.04%
Human Services Specialist	B	4,419	1,211	27.40%
Institutional Licensing Representative	B	9	1	11.11%

Full-Time Classified Employee Turnover by Job Classification Series				
Occupational Category/ Job Class Series	Salary Schedule	Average Number of Employees	Number of Terminations	Turnover Rate
Interpreter	B	9	3	33.33%
Medical/Psychiatric Caseworker	B	5	2	40.00%
Qualified Mental Retardation Professional	B	290	48	16.55%
Rehabilitation Teacher	B	192	58	30.21%
Social Service Case Analyst	B	234	42	17.95%
Social Service Program Consultant	B	121	15	12.40%
Social Service Supervisor	B	421	39	9.26%
Social Service Worker	B	3,801	442	11.63%
Supervising Business Consultant	B	6	0	0.00%
Veterans Assistance Counselor	B	47	9	19.15%
Vocational Rehabilitation Counselor	B	609	90	14.78%
Volunteer Services Coordinator	B	96	19	19.79%
Safety				
Deputy State Fire Marshall	B	49	7	14.29%
Risk Management Specialist	B	53	12	22.64%
Safety Officer	B	193	30	15.54%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Full-Time Classified Employee Turnover by Salary Group

Full-Time Classified Employee Turnover by Salary Group			
Salary Group	Average Number of Employees	Number of Terminations	Turnover Rate
Schedule A			
A02	712	344	48.31%
A03	2,262	1,183	52.30%
A04	784	370	47.19%
A05	6,680	2,390	35.78%
A06	9,602	2,142	22.31%
A07	5,377	1,803	33.53%
A08	6,810	1,277	18.75%
A09	6,332	1,671	26.39%
A10	2,706	544	20.10%
A11	28,305	4,139	14.62%
A12	3,432	355	10.34%
A13	5,276	617	11.69%
A14	2,678	301	11.24%
A15	2,268	266	11.73%
A16	1,571	150	9.55%
A17	231	21	9.09%
A18	205	15	7.32%
Schedule A Total	85,231	17,588	20.64%
Schedule B			
B01	48	31	64.58%
B02	1,028	387	37.65%
B03	2,327	701	30.12%
B04	6,815	1,421	20.85%
B05	5,672	856	15.09%
B06	3,650	599	16.41%
B07	5,610	912	16.26%
B08	6,455	1,063	16.47%
B09	5,367	777	14.48%
B10	4,842	739	15.26%
B11	3,834	598	15.60%
B12	3,668	560	15.27%
B13	3,724	529	14.21%
B14	488	98	20.08%
B15	1,172	146	12.46%
B16	760	107	14.08%
B17	409	43	10.51%
B18	258	39	15.12%
B19	344	32	9.30%
B20	84	17	20.24%
B21	143	28	19.58%

Full-Time Classified Employee Turnover by Salary Group			
Salary Group	Average Number of Employees	Number of Terminations	Turnover Rate
B22	37	6	16.22%
Schedule B Total	56,735	9,689	17.08%
Schedule C			
C01	276	39	14.13%
C02	708	11	1.55%
C03	277	9	3.25%
C04	301	3	1.00%
C05	338	10	2.96%
C06	581	31	5.34%
C07	934	38	4.07%
C08	208	6	2.88%
C09	121	7	5.79%
C10	42	1	2.38%
Schedule C Total	3,786	155	4.09%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Reasons State Employees Terminate Employment

Reasons State Employees Terminate Employment								
Reason	Fiscal Year 1998		Fiscal Year 1997		Fiscal Year 1996		Fiscal Year 1995	
	Terminations	Turnover Rate	Terminations	Turnover Rate	Terminations	Turnover Rate	Terminations	Turnover Rate
Personal Reasons not Related to the Job	10,670	38.90%	8,667	41.32%	8,295	31.46%	8,065	40.96%
Retirement	2,923	10.66%	857	4.09%	1,280	4.85%	2,362	12.00%
Inadequate Salary	2,173	7.92%	1,976	9.42%	1,706	6.47%	1,682	8.54%
Reasons Unknown	2,158	7.87%	1,784	8.50%	1,697	6.44%	1,563	7.94%
Transfer to a Different Agency/Institution	2,123	7.74%	2,279	10.86%	8,286	31.43%	1,851	9.40%
Resignation in Lieu of Involuntary Separation	1,219	4.44%	1,043	4.97%	796	3.02%	554	2.81%
Dislike/Unsuitable for Assigned Tasks	1,084	3.95%	1,047	4.99%	995	3.77%	832	4.23%
Dissatisfaction with Supervisor	343	1.25%	273	1.30%	239	0.91%	279	1.42%
Lack of Opportunity for Advancement	217	0.79%	220	1.05%	193	0.73%	182	0.92%
Working Hours	102	0.37%	65	0.31%	50	0.19%	43	0.22%
Travel	30	0.11%	25	0.12%	37	0.14%	42	0.21%
Total Voluntary Turnover	23,042	84.00%	18,236	86.93%	23,574	89.41%	17,455	88.65%
Dismissal for Cause	2,147	7.83%	1,802	8.59%	1,180	4.48%	1,459	7.41%
Reduction in Force	1,997	7.28%	756	3.60%	1,410	5.35%	571	2.90%
Death	246	0.90%	183	0.87%	201	0.76%	204	1.04%
Total Involuntary Turnover	4,390	16.01%	2,741	13.07%	2,791	10.59%	2,234	11.35%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Note: Percentages for voluntary and involuntary turnover may not add to 100.00 percent due to rounding.