



An Annual Report on

Classified Employee Turnover for Fiscal Year 2023

Lisa R. Collier, CPA, CFE, CIDA
State Auditor

The statewide turnover rate for classified, regular full- and part-time employees for fiscal year 2023 was 18.7 percent, down from 22.7 percent the previous fiscal year. The statewide turnover rate is based on a total of 26,752 voluntary and involuntary separations.

Voluntary separations accounted for the majority (77.6 percent) of the State's total separations.

Better pay/benefits remained the top reason cited for leaving state agency employment in fiscal year 2023.

- [Background](#) | p. 3
- [Study Objectives](#) | p. 26

This study was conducted in accordance with Texas Government Code, Sections 651.007 and 654.037.

STATEWIDE TURNOVER RATE

Voluntary separations decreased in fiscal year 2023 compared with fiscal year 2022. This reduction may be a result, in part, of agencies providing equity adjustments to address employee turnover as well as the salary increases approved by the 88th Legislature.

[Chapter 1 | p. 4](#)

KEY TURNOVER INFORMATION

Both the headcount and the turnover rate for employees making less than \$40,000 annually decreased in fiscal year 2023.

The types of jobs from which state employees most often separated were in the Criminal Justice, Employment, Social Services, and Custodial occupational categories.

[Chapter 2 | p. 7](#)

TURNOVER RATES FOR SELECTED STATE AGENCIES

The turnover rate decreased in fiscal year 2023 for nearly all large agencies.

[Chapter 3 | p. 17](#)

EXIT SURVEY RESULTS

The top three reasons that employees reported in exit surveys for leaving state agency employment remained the same as in fiscal year 2022: better pay/benefits, retired, and poor working conditions/environment.

[Chapter 4 | p. 23](#)

For more information about this study, contact Classification Manager Sharon Schneider or State Auditor Lisa Collier at 512-936-9500.

January 2024 | Report No. 24-702

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:

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

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 2023 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 2023 was 18.7 percent, down from 22.7 percent the previous year. This rate is based on a total of 26,752 voluntary and involuntary separations, excluding interagency transfers (see text box), and a statewide average headcount of 142,865.00.

Statewide Interagency Transfers

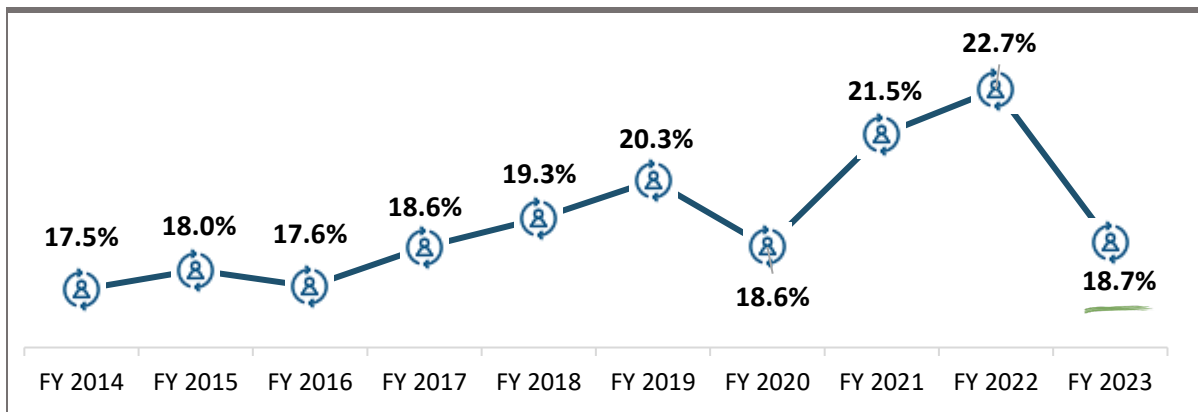
Interagency transfers occur when an employee leaves one state agency to transfer to another state agency or state higher education institution. A total of 2,134 employees transferred from one state agency to another state agency or higher education institution in fiscal year 2023. When including interagency transfers, the statewide turnover rate was 20.2 percent in fiscal year 2023.

The turnover in fiscal year 2023 decreased when compared to fiscal year 2022.

Previously, turnover rates had been steadily increasing since fiscal year 2016, except for fiscal year 2020 when the COVID-19 pandemic temporarily reversed the trend of increasing turnover rates (see Figure 1).

Figure 1

Statewide Turnover Rates for Classified, Regular Full- and Part-time Employees



Sources: The State Auditor’s Office’s Electronic Classification Analysis System and State Auditor’s Office’s [turnover reports from fiscal years 2014 to 2023](#).

Voluntary separations decreased in fiscal year 2023 compared with fiscal year 2022.

Voluntary separations. Voluntary separations occur when an employee leaves state employment of his or her own accord, including employees who retire. In fiscal year 2023, voluntary separations accounted for the majority (77.6 percent) of the State's total separations. However, compared to fiscal year 2022, there were 5,509 less voluntary separations.

The reduction in voluntary separations may be a result, in part, of agencies providing equity adjustments¹ in fiscal year 2023 to address employee turnover as well as the salary increases approved by the 88th Legislature (see text box).

See [Chapter 4](#) for the top reasons selected in exit surveys given to individuals separating from state employment.

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 2023, involuntary separations accounted for 22.4 percent of the State's total separations.

Figure 2 on the next page compares statewide voluntary and involuntary separations for fiscal years 2022 and 2023. (See [Appendix 2](#) for a summary of the types of state employee separations for fiscal years 2019 through 2023.)

Salary Increases Approved by the 88th Legislature

The 88th Legislature authorized an annual salary increase of 5.0 percent (with a minimum increase of \$3,000 per year) for eligible classified state agency employees effective July 1, 2023. Eligible employees will receive an additional increase of 5.0 percent (or \$3,000 minimum) in fiscal year 2025.

Additionally, the 88th Legislature authorized several targeted salary increases for selected positions within state agencies. For additional information on these increases, see the [Guidelines for the Salary Increase for Certain State Positions - FPP F.017 \(texas.gov\)](#) on the Office of the Comptroller of Public Accounts' website.

¹ An equity adjustment occurs when a state agency increases the salary of a classified employee to any rate within the employee's salary group to maintain desirable salary relationships between and among employees of the agency or between employees and relevant labor markets.

Figure 2

Voluntary and Involuntary Employee Separations for Fiscal Years 2022 and 2023

Separation Type	Fiscal Year 2022	Fiscal Year 2023	Percent Change
Voluntary Separation (not including those who retired)	22,312	17,621	▼ -21.0%
Retired	3,969	3,151	▼ -20.6%
Total Statewide Voluntary Separations	26,281	20,772	▼ -21.0%
Dismissal for Cause	3,121	3,536	▲ 13.3%
Resignation in Lieu of Involuntary Separation	2,061	1,875	▼ -9.0%
Termination at Will	228	314	▲ 37.7%
Death	336	228	▼ -32.1%
Reduction in Force	22	27	▲ 22.7%
Total Statewide Involuntary Separations	5,768	5,980	▲ 3.7%
Total Separations	32,049	26,752	▼ -16.5%
Total Average Statewide Headcount	141,057.50	142,865.00	1.3%

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 breakdown, salary schedule, job classification series, occupational category, region, and General Appropriations Act articles. 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.

Additional turnover data and demographics are available via an [interactive dashboard](#).



Turnover by Salary Breakdown

The turnover rate for employees making less than \$40,000 annually decreased in fiscal year 2023.




In fiscal year 2023, approximately 17.6 percent of state agency employees earned less than \$40,000 annually, which was a decrease from fiscal year 2022 when 26.8 percent of employees made less than \$40,000. This decrease was due, in part, to agencies providing equity adjustments in fiscal year 2023 as well as the salary adjustments authorized by the 88th Legislature (see the [Chapter 1 text box](#)).

Generally, the lower an employee’s salary, the more likely the employee was to leave state employment. In fiscal year 2023, turnover rates were the highest for classified, regular full-time employees making less than \$40,000 per year. These employees were primarily in jobs classified in the Social Services, Administrative Support, and Custodian occupational categories.

Figure 3 on the next page lists the turnover rate, headcount, and separations by salary breakdowns for full-time classified employees only.

Figure 3

Turnover by Salary Breakdown for Fiscal Year 2023 for Classified, Regular Full-time Employees

Salary Breakdown	 Turnover Rate	 Average Headcount		 Separations	
	Turnover Rate	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations
\$19,999 or less	Not Applicable	0.00	0.0%	Not Applicable	Not Applicable
\$20,000 - \$29,999	37.7%	5,190.25	3.7%	1,955	7.5%
\$30,000 - \$39,999	28.0%	19,636.00	13.9%	5,494	21.2%
\$40,000 - \$49,999	25.4%	41,260.75	29.3%	10,465	40.4%
\$50,000 - \$59,999	12.5%	33,152.00	23.5%	4,133	15.9%
\$60,000 - \$69,999	10.7%	13,455.25	9.6%	1,439	5.6%
\$70,000 - \$79,999	8.8%	9,407.75	6.7%	825	3.2%
\$80,000 - \$89,999	7.8%	6,407.00	4.5%	500	1.9%
\$90,000 - \$99,999	7.7%	4,945.50	3.5%	380	1.5%
\$100,000 or more	9.8%	7,414.00	5.3%	726	2.8%

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



Turnover by Salary Schedule

Turnover rates for both Salary Schedule A and Salary Schedule B decreased for fiscal year 2023.

The 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 82,514.00, or 57.8 percent.

Salary Schedule A comprises 38.5 percent of the State’s workforce, while Salary Schedule C is made up of the remaining 3.8 percent.²

Turnover rates varied among the salary schedules, as shown in Figure 4.

Classified Salary Schedules

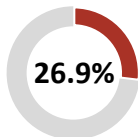
Salary Schedule A: administrative support, maintenance, technical, and paraprofessional positions (for example, Administrative Assistants and Electricians).

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).

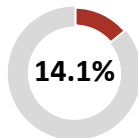
Figure 4

Turnover Rates by Salary Schedule



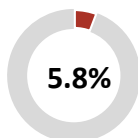
54,985.75
Employees

Salary Schedule A. While the turnover rate of 26.9 percent for Salary Schedule A was the highest among the three salary schedules, this rate **decreased** compared to the fiscal year 2022 rate of 32.8 percent.



82,514.00
Employees

Salary Schedule B. Salary Schedule B’s turnover rate was 14.1 percent in fiscal year 2023, which was a **decrease** from the fiscal year 2022 turnover rate of 17.2 percent.



5,365.25
Employees

Salary Schedule C. Salary Schedule C’s turnover **increased** from 4.3 percent in fiscal year 2022 to 5.8 percent in fiscal year 2023, which can be mainly attributed to an increase in retirements.

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

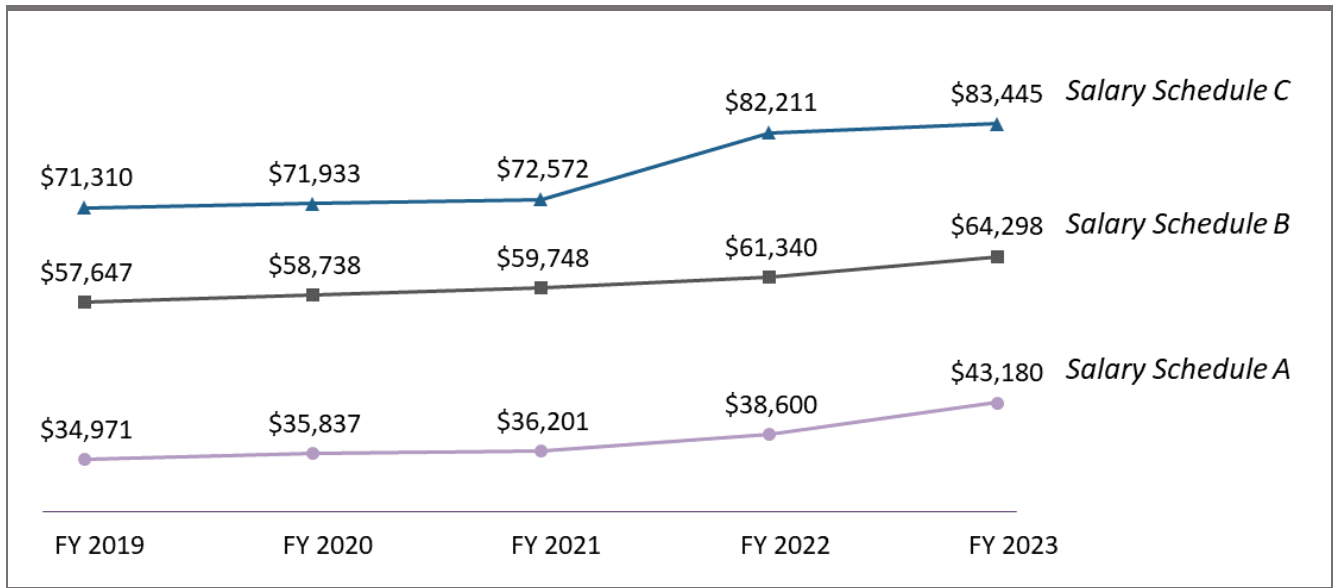
² Percentages do not sum to 100.0 due to rounding.

Average salaries for full-time employees in all three salary schedules increased in fiscal year 2023 compared to fiscal year 2022.

As shown in Figure 5, the largest percentage increase was in Salary Schedule A, which saw a one-year increase of 11.9 percent in fiscal year 2023 and a five-year increase of 23.5 percent. These increases were due, in part, to the various types of salary increases given by agencies, such as equity adjustments, as well as the salary increases authorized by the 88th Legislature (outlined in [the Chapter 1 text box](#)). In addition, the Legislature authorized an increase to the minimum and maximum amounts of salary ranges within Salary Schedules A and B, and an increase in the salary steps within Salary Schedule C, which were effective July 1, 2023.

Figure 5

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-six job classification series with 100 or more employees had turnover rates higher than the statewide turnover rate of 18.7 percent during fiscal year 2023.

The 26 job classification series with turnover rates higher than the statewide turnover rate accounted for 38.6 percent of statewide headcount and 61.6 percent of employee separations for fiscal year 2023. (See text box for a definition of job classification series.)

Some of those 26 job classification series were:

- **Juvenile Correctional Officer.** This series had the highest turnover rate at 71.8 percent in fiscal year 2023, an **increase** from 70.0 percent in fiscal year 2022.
- **Food Service Worker.** The fiscal year 2023 turnover rate was 40.3 percent, a decrease from 54.6 percent in fiscal year 2022.
- **Direct Support Professional.** The fiscal year 2023 turnover rate was 39.5 percent, a decrease from 49.4 percent in fiscal year 2022.
- **Psychiatric Nursing Assistant.** The fiscal year 2023 turnover rate was 37.1 percent, a decrease from 45.7 percent in fiscal year 2022.
- **Child Protective Services Specialist.** The fiscal year 2023 turnover rate was 31.1 percent, a decrease from 33.5 percent in fiscal year 2022.
- **Correctional Officer.** The fiscal year 2023 turnover rate was 30.9 percent, a decrease from 39.0 percent in fiscal year 2022.
- **Custodian.** The fiscal year 2023 turnover rate was 27.9 percent, a decrease from 32.1 percent in fiscal year 2022.
- **Workforce Development Specialist.** The fiscal year 2023 turnover rate was 27.2 percent, an **increase** from 22.2 percent in fiscal year 2022.

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.

It is important to note that, with the exception of the Workforce Development Specialist, the 88th Legislature reallocated (moved to higher salary groups) the job classification series listed above, effective September 1, 2023.

See [Appendix 4](#) for turnover rates for all job classification series, including the additional job classification series with turnover rates exceeding the statewide turnover rate of 18.7 that are not discussed above.



Turnover by Occupational Category

Four occupational categories had higher turnover rates than the statewide turnover rate of 18.7 percent.

The high turnover in the job classification series discussed in the Turnover by Job Classification Series section resulted in the following four occupational categories having the highest turnover rates of all occupational categories (see text box for a definition of occupational category). These categories accounted for 41.6 percent of the total statewide classified headcount and 60.3 percent of the total State separations:

- Criminal Justice.** This category had the highest turnover rate of 29.6 percent; however, this is a decrease when compared to fiscal year 2022, when the turnover rate was 36.1 percent. This category’s turnover rate can be partially attributed to the high turnover found in the Juvenile Correctional Officer and Correctional Officer job classifications, which accounted for 88.5 percent of the total separations within this category.
- Employment.** This category had a turnover rate of 26.0 percent, which is an increase from fiscal year 2022, when the turnover rate was 21.1 percent. This category’s turnover rate can be primarily attributed to the high turnover found in the Workforce Development Specialist job classification series, which accounted for 95.3 percent of the total separations within this category.
- Social Services.** This category had a turnover rate of 25.6 percent, which was a decrease from fiscal year 2022, when the turnover rate was 31.7

Occupational Category

An occupational category is a broad series of job families characterized by the nature of work performed. For fiscal year 2023, the State’s Position Classification Plan covered 26 occupational categories (for example, Social Services, Medical and Health, and Criminal Justice).

Criminal Justice 29.6%

Employment 26.0%

Social Services 25.6%

Custodial 22.7%

percent. This category's turnover rate can be partially attributed to the high turnover found in the Direct Support Professional, Psychiatric Nursing Assistant, and Child Protective Services job classifications. Those job classification series accounted for 63.2 percent of the total separations within this category.

- **Custodial.** This category had a turnover rate of 22.7 percent in fiscal year 2023, which was a decrease from fiscal year 2022, when the turnover rate was 28.1 percent. This category's turnover rate can be partially attributed to the high turnover found in the Food Service Worker and Custodian job classification series, which accounted for 55.6 percent of the total separations within the Custodial occupational category.



Turnover by Region

All regions experienced a decrease in turnover rates in fiscal year 2023 when compared to fiscal year 2022.

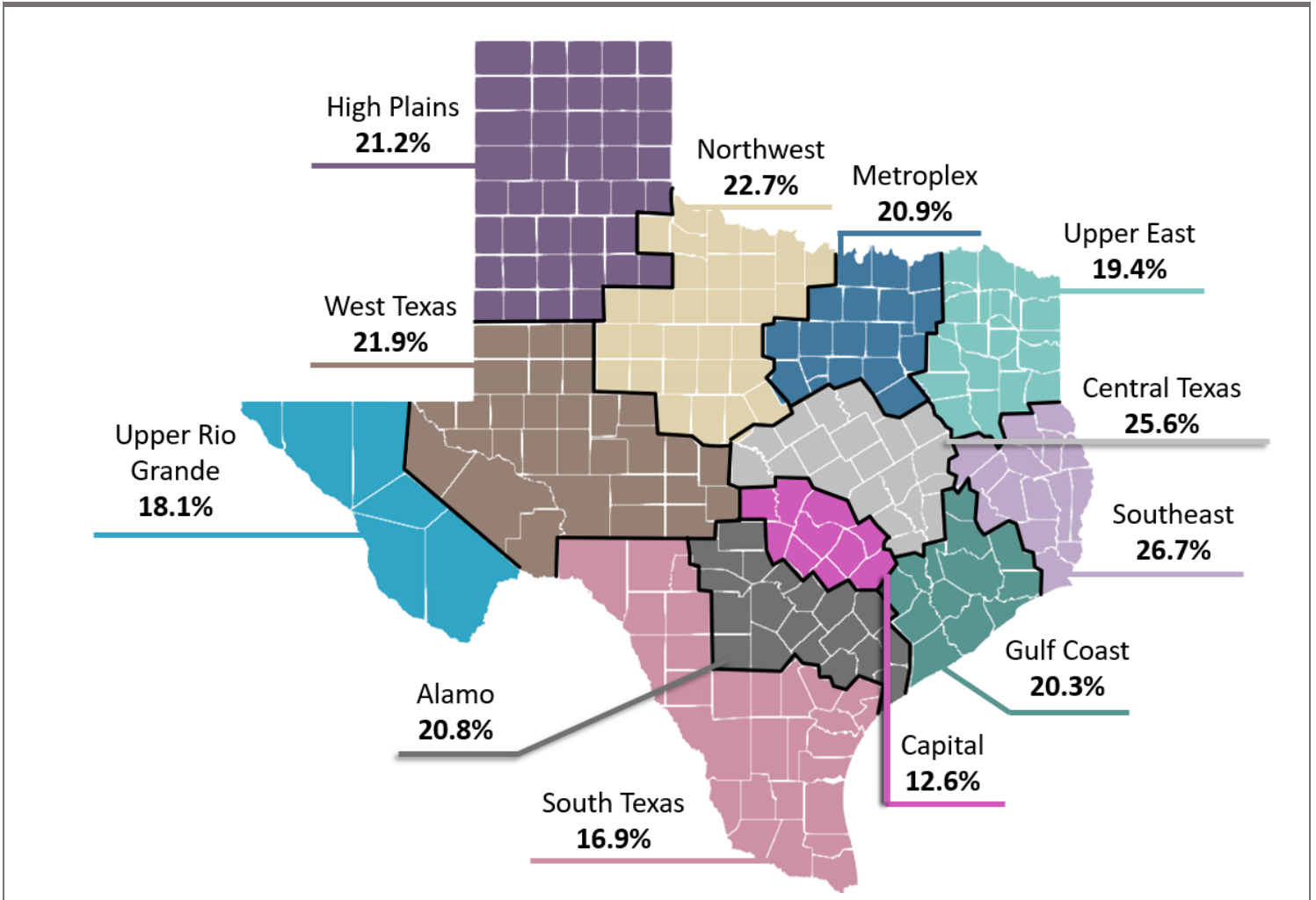
All 12 of Texas's regions experienced a decrease in turnover rates in fiscal year 2023; however, 9 regions and 90 counties had turnover rates that exceeded the statewide turnover rate. Figure 6 on the next page provides both the turnover rate and headcount for each region.

The two regions with the largest state employee populations were the Capital and Gulf Coast regions, which had turnover rates of 12.6 percent and 20.3 percent, respectively. Combined, these two regions account for 43.6 percent of the statewide total headcount and 35.9 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 6

Employee Turnover Rate by Region



Fiscal Year 2023 Average Annual Headcount

Region	Headcount	Region	Headcount	Region	Headcount	Region	Headcount
Alamo	10,135.75	Gulf Coast	22,836.75	Northwest	7,582.00	Upper East	7,850.25
Capital	39,384.75	High Plains	6,271.00	South Texas	11,628.00	Upper Rio Grande	3,918.00
Central Texas	9,673.25	Metroplex	13,859.25	Southeast	6,130.25	West Texas	3,595.75

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



Turnover by General Appropriations Act Article

Turnover remained 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). Over three-fourths (79.8 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 22.0 percent, which was the highest turnover rate among all articles in fiscal year 2023; however, this was a decrease from fiscal year 2022 when the turnover rate was 26.4 percent.

Article II (Health and Human Services). This article had the second-highest turnover rate at 21.0 percent in fiscal year 2023; however, this was also a decrease from fiscal year 2022 when the turnover rate was 26.3 percent.

Additionally, all other articles experienced a decrease in turnover, as shown in Figure 7 on the next page.

For more information about agencies organized within each General Appropriations Act article, see the General Appropriations Act (88th Legislature). Turnover rates for selected state agencies are discussed further in [Chapter 3](#). See [Appendix 3](#) for total separations and turnover rates for all state agencies.

General Appropriations Article

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

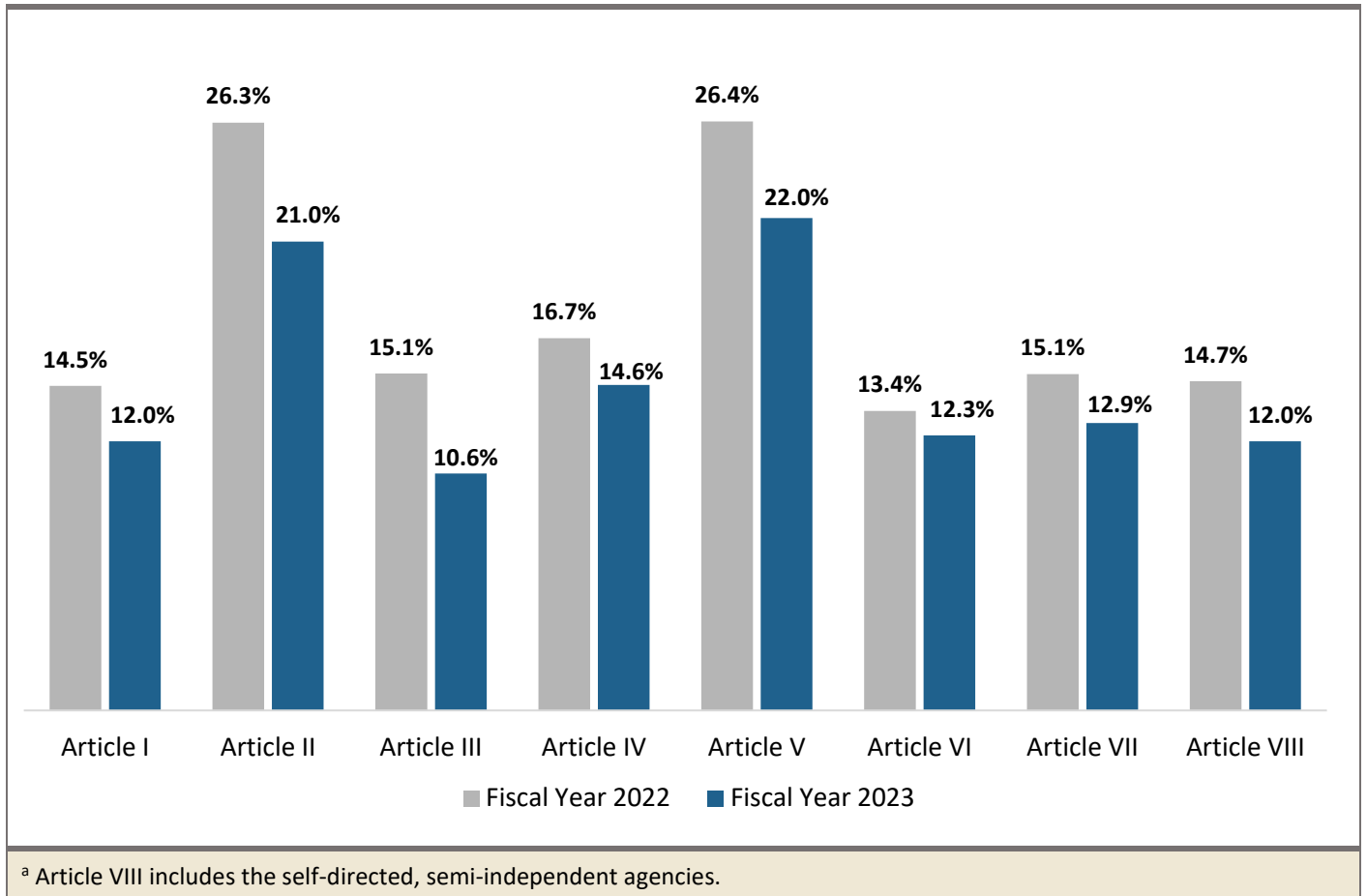
Article VI – Natural Resources

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.)

Figure 7

Comparison of Turnover Rates by General Appropriations Act Article ^a



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

Chapter 3

Turnover Rates for Selected State Agencies

This chapter covers turnover rates for large agencies—those with 1,000 or more employees—as well as agencies with turnover rates that exceeded 17.0 percent. For total separations and turnover rates for all state agencies, see [Appendix 3](#).

The information in this chapter reflects fiscal year 2023 turnover for classified, regular full- and part-time employees who are considered a loss to the agency; therefore, **interagency transfers are included in separations reported in this chapter** (see text box for more information about transfers).

Statewide Interagency Transfers

Interagency transfers occur when an employee leaves one state agency to transfer to another state agency or state higher education institution. A total of 2,134 employees transferred to another state agency or higher education institution in fiscal year 2023. When including interagency transfers, the statewide turnover rate was 20.2 percent in fiscal year 2023.

The turnover rate decreased in fiscal year 2023 for nearly all large agencies.

All but three of the large agencies saw a decrease in fiscal year 2023 turnover when compared to fiscal year 2022, as shown in Figure 8 on the next page.

The largest state agency, Health and Human Services Commission, had a turnover rate of 21.5 percent in fiscal year 2023, a decrease from 29.0 percent in fiscal year 2022. The second-largest agency, the Department of Criminal Justice, had a turnover rate of 25.9 percent in fiscal year 2023, a decrease from 32.5 percent in fiscal year 2022. Despite these decreases, these two agencies still faced some of the highest turnover rates among large state agencies.




As seen in Figure 8 on the next page, the following five large agencies had the highest turnover rates: Juvenile Justice Department, Department of Family and Protective Services, Department of Criminal Justice, Health and Human Services Commission, and the Department of State Health Services.

Turnover at these 5 large agencies comprised 73.9 percent of the total statewide separations. The high turnover rates for these agencies can be attributed, in part, to the high turnover rates of job classification series within

the agencies; those are outlined in Figure 9, provided in the next section of this chapter. See [Appendix 7](#) for the top three reasons for leaving employment cited in the exit surveys by employees at the five largest agencies.

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 2022	Fiscal Year 2023	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2022	Fiscal Year 2023
Juvenile Justice Department ^b	45.8%	▲ 47.2%	1,753.00	1,996.50	803	942
Department of Family and Protective Services	28.9%	▼ 26.0%	13,155.75	12,681.00	3,801	3,303
Department of Criminal Justice	32.5%	▼ 25.9%	32,724.75	33,155.50	10,643	8,598
Health and Human Services Commission	29.0%	▼ 21.5%	34,730.25	36,352.00	10,073	7,811
Department of State Health Services	21.2%	▼ 18.9%	3,484.25	3,614.75	740	683
Texas Education Agency ^c	15.5%	▲ 18.3%	1,123.00	1,178.00	174	216
Texas Workforce Commission	17.4%	▼ 16.6%	4,442.50	4,587.75	775	762
Commission on Environment Quality	18.1%	▼ 15.0%	2,711.75	2,747.50	492	411
Department of Insurance	18.9%	▼ 14.7%	1,263.00	1,254.25	239	185
Office of the Attorney General	15.4%	▼ 14.4%	3,976.25	3,907.50	613	564
Parks and Wildlife Department	14.3%	▼ 13.4%	2,985.75	3,028.50	426	407
Department of Transportation	15.4%	▼ 12.7%	12,800.25	13,101.25	1,977	1,662
Office of Comptroller of Public Accounts	18.1%	▼ 12.0%	2,585.75	2,655.25	468	319
Department of Public Safety ^d	8.9%	▲ 9.7%	10,543.75	10,478.75	939	1,015

^a Fiscal year 2022 is based on a statewide total average headcount of 141,057.50; fiscal year 2023 is based on a statewide total average headcount of 142,865.00.

^b This increase in turnover can be attributed to an increase in involuntary and voluntary terminations.

^c This increase in turnover can be attributed to an increase in interagency transfers. The majority transferred to the Texas Permanent School Fund Corporation.

^d This increase in turnover can be primarily attributed to an increase in the number of employees who retired.

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

A total of 21 state agencies exceeded 17.0 percent turnover in fiscal year 2023.

Excluding agencies that had fewer than 50 employees, 21 state agencies had turnover rates that exceeded 17.0 percent in fiscal year 2023 (see text box). For comparison, 38 agencies had a turnover rate exceeding 17.0 percent in fiscal year 2022.

The following 17 agencies had turnover rates that exceeded 17.0 percent in both fiscal years 2022 and 2023:

- Animal Health Commission.
- Board of Pharmacy.
- Department of Banking.
- Department of Criminal Justice.
- Department of Family and Protective Services.
- Department of State Health Services.
- Health and Human Services Commission.
- Juvenile Justice Department.
- Library and Archives Commission.
- Office of the Governor.
- Office of the Injured Employee Counsel.
- Preservation Board.
- Secretary of State.
- Supreme Court of Texas.
- Texas Military Department.
- Trusteed Programs within the Office of the Governor.
- Veterans Commission.

State Auditor's Reporting Requirements

Texas Government Code, Section 654.037, requires the State Auditor's Office to (1) identify state agencies that experienced an employee turnover rate that exceeded 17.0 percent during the preceding biennium and (2) conduct a comparative study of salary rates within those agencies.

This section identifies the state agencies with turnover rates that exceeded 17.0 percent in fiscal year 2023; agencies with fewer than 50 employees are excluded.

A study of salaries compared to market averages will be provided in a future State Auditor's Office report.

The 4 agencies that did not have turnover rates exceeding 17.0 percent in fiscal year 2022 were the Department of Agriculture, the Historical Commission, the Texas Education Agency, and the Texas State Board of Dental Examiners.

Figure 9 lists the 21 state agencies in order of turnover rate, from highest to lowest, along with selected job classification series that also exceeded 17.0 percent turnover.

Figure 9

Agencies with Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2023 (Excludes agencies with fewer than 50 employees)

Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
644 - Juvenile Justice Department ^a	1,996.50	942	47.2%	A total of 11 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> • Juvenile Correctional Officer ^d (72.3 percent) • Administrative Assistant (38.5 percent) • Case Manager ^d (31.7 percent) • Cook ^d (30.9 percent) • Program Specialist (21.4 percent) See Appendix 6 for a full list of the job classification series.
201 - Supreme Court of Texas ^a	74.75	25	33.4%	Not applicable. ^b
809 - Preservation Board ^a	215.25	67	31.1%	<ul style="list-style-type: none"> • Customer Service Representative (47.1 percent)
530 - Department of Family and Protective Services ^a	12,681.00	3,303	26.0%	A total of 9 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> • Administrative Assistant (40.9 percent) • Adult Protective Services Specialist ^d (33.0 percent) • Child Protective Services Specialist ^d (32.3 percent) • Human Services Technician ^d (30.9 percent) • Human Resources Assistant/Specialist ^d (30.3 percent) See Appendix 6 for a full list of the job classification series.

Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
696 - Department of Criminal Justice ^a	33,155.50	8,598	25.9%	<p>A total of 19 job classification series had turnover rates exceeding 17.0 percent. Those included:</p> <ul style="list-style-type: none"> • Clerk (31.7 percent) • Correctional Officer ^d (31.4 percent) • Parole Officer ^d (28.5 percent) • Inventory and Store Specialist ^d (21.5 percent) • Administrative Assistant (18.7 percent) <p>See Appendix 6 for a full list of the job classification series.</p>
448 - Office of Injured Employee Counsel ^a	135.00	30	22.2%	<ul style="list-style-type: none"> • Ombudsman (28.2 percent) • Customer Service Representative (20.9 percent)
301 - Office of the Governor ^a	160.75	35	21.8%	<ul style="list-style-type: none"> • Director (25.8 percent) • Program Specialist (18.9 percent)
401 - Texas Military Department ^a	556.00	121	21.8%	<ul style="list-style-type: none"> • Security Officer ^d (54.2 percent) • Maintenance Specialist ^d (18.9 percent) • Resident Specialist ^d (18.4 percent)
504 - Texas State Board of Dental Examiners	50.75	11	21.7%	Not Applicable. ^c
529 - Health and Human Services Commission ^a	36,352.00	7,811	21.5%	<p>A total of 38 job classification series had turnover rates exceeding 17.0 percent. Those included:</p> <ul style="list-style-type: none"> • Food Service Worker ^d (40.7 percent) • Direct Support Professional ^d (40.1 percent) • Psychiatric Nursing Assistant ^d (37.4 percent) • Clerk (22.9 percent) • Texas Works Advisor (20.2 percent) <p>See Appendix 6 for a full list of the job classification series.</p>
515 - Board of Pharmacy ^a	96.25	20	20.8%	Not Applicable. ^c
306 - Library and Archives Commission ^a	166.00	34	20.5%	<ul style="list-style-type: none"> • Librarian ^d (23.1 percent)
451 - Department of Banking ^a	152.75	31	20.3%	Not Applicable. ^c

Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
551 - Department of Agriculture	630.75	125	19.8%	<ul style="list-style-type: none"> • Compliance Analyst ^d (30.7 percent) • Director (29.9 percent) • Program Specialist (26.9 percent)
403 - Veterans Commission ^a	450.25	89	19.8%	<ul style="list-style-type: none"> • Veterans Services Representative ^d (19.7 percent)
554 - Animal Health Commission ^a	177.75	35	19.7%	Not Applicable. ^c
300 - Trusteed Programs within the Office of the Governor ^a	133.75	26	19.4%	<ul style="list-style-type: none"> • Program Specialist (17.5 percent)
537 - Department of State Health Services ^a	3,614.75	683	18.9%	<p>A total of 18 job classification series had turnover rates exceeding 17.0 percent. Those included:</p> <ul style="list-style-type: none"> • Customer Service Representative (42.9 percent) • Inspector (21.5 percent) • Program Specialist (21.4 percent) • Administrative Assistant (19.4 percent) • Public Health Nurse ^d (19.0 percent) <p>See Appendix 6 for a full list of the job classification series.</p>
808 - Historical Commission	308.75	58	18.8%	<ul style="list-style-type: none"> • Maintenance Specialist ^d (29.6 percent) • Program Specialist (25.9 percent) • Administrative Assistant (23.8 percent)
701 - Texas Education Agency	1,178.00	216	18.3%	<ul style="list-style-type: none"> • Financial Analyst (51.9 percent) • Accountant ^d (46.3 percent) • Auditor ^d (18.7 percent) • Director (18.5 percent)
307 - Secretary of State ^a	210.00	38	18.1%	<ul style="list-style-type: none"> • Administrative Assistant (20.3 percent)

^a Agency also had a turnover rate that exceeded 17.0 percent in fiscal year 2022.

^b This agency’s turnover rate includes 18 court law clerks who serve one-year terms, from September to August of each year.

^c Agency did not have a job classification series that had at least 20 employees and a turnover rate that exceeded 17.0 percent in fiscal year 2023.

^d The 88th Legislature reallocated these job classification series to higher salary groups effective September 1, 2023.

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

Chapter 4 Exit Survey Results

During fiscal year 2023, a total of 3,716 state agency employees completed the state employee online exit survey (see text box). The exit survey participation rate decreased slightly in fiscal year 2023 to 16.2 percent, from 17.6 percent in fiscal year 2022. However, this is still an increase from the participation rate in fiscal year 2021, which was 14.4 percent.

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.



Better pay/benefits was the top reason cited for leaving state agency employment in fiscal year 2023.

Employees leaving state agencies selected better pay/benefits as the top reason in the exit surveys completed for fiscal year 2023, followed by retired and poor working conditions/environment, as shown in Figure 10. These were the top three reasons reported in the fiscal year 2022 exit surveys as well.

Figure 10

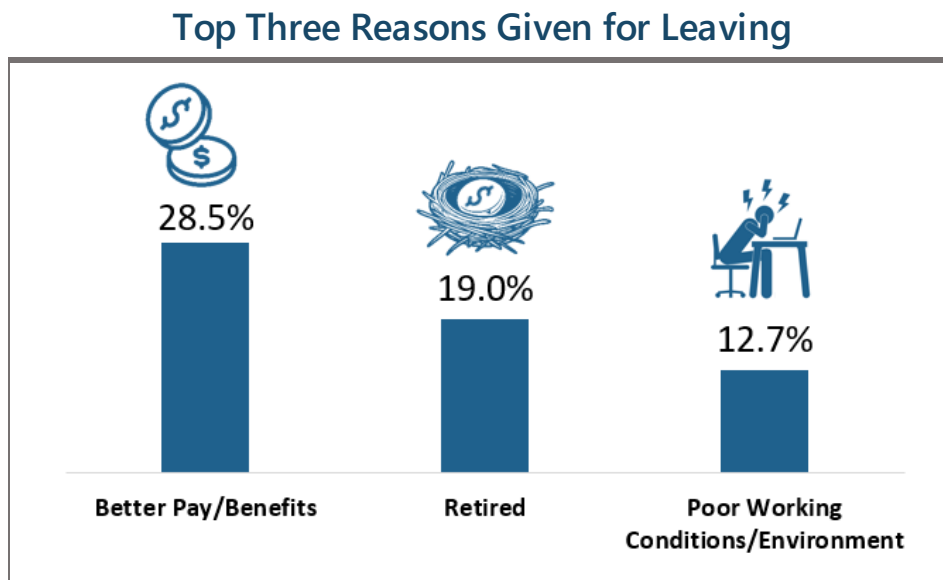


Figure 11 summarizes comments provided in the exit surveys for fiscal year 2023.

Figure 11

Summary of Reasons




 <p>Better Pay/Benefits: 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, stress, and/or experience.</p>	 <p>Retired: Retiring and working elsewhere with better pay; increased stress and/or workload; pay not keeping up with cost of living; lack of equitable pay based on workload, stress, and/or experience.</p>	 <p>Poor Working Conditions/ Environment: Lack of staffing causing increased stress and excessive hours; limited resources given to complete work; inability to have a work/life balance; unclear communication and lack of training.</p>
---	--	---

Figure 12 on the next page shows the reasons cited in the exit surveys for fiscal years 2022 and 2023. (See [Appendix 7](#) for additional information about exit survey results.)

Figure 12

Reasons Employees Reported in Exit Survey for Leaving Employment at Their State Agency for Fiscal Years 2022 and 2023

Reason for Leaving	Fiscal Year 2022		Fiscal Year 2023	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Better Pay/Benefits	1,455	28.8%	1,058	28.5%
Retired	946	18.7%	707	19.0%
Poor Working Conditions/Environment	716	14.2%	473	12.7%
Issues with My Supervisor/Issues with Employees I Supervise	393	7.8%	268	7.2%
Personal or Family Health	352	7.0%	256	6.9%
Relocation (self, spouse, companion)	245	4.8%	207	5.6%
No or Little Career Advancement Opportunities	299	5.9%	172	4.6%
Enter/Return to School	158	3.1%	146	3.9%
Inadequate Training	87	1.7%	101	2.7%
Child Care/Elder Care Issues	108	2.1%	82	2.2%
No or Little Opportunities to Work Remotely	63	1.2%	56	1.5%
Location/Transportation Issues	69	1.4%	55	1.5%
Self-employment	71	1.4%	54	1.5%
Inadequate Work Resources	38	0.8%	42	1.1%
Relationship with Co-workers	57	1.1%	39	1.0%
Statewide Totals	5,057	100.0%	3,716	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 2022](#) (State Auditor’s Office Report No. 23-703, December 2022).



Appendix 1

Objective, 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 2023.
- Summarize exit survey interview data, which includes the reasons that employees left state employment.
- Report on state agencies that had at least 50 employees and turnover rates that exceeded 17.0 percent.

Scope

The scope of this report encompassed classified, regular full- and part-time employees in state agencies during fiscal year 2023. 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:



- Sarah Moody, SHRM-CP (Project Manager)
- Judy Millar, CCP (Assistant Project Manager)
- Laura Alvarez, MBA
- Stacey McClure, CCP, SHRM-CP
- Zoe Skinner
- Lara Foronda Tai, PHR, SHRM-CP
- Sarah Puerto, CFE, CIA (Quality Control Reviewer)
- Sharon K. Schneider, CCP, PHR, SHRM-CP (Classification Manager)

In previous reports, the Teacher Retirement System of Texas was included in headcount and separation totals; however, the agency removed itself from the State's Position Classification Plan. Therefore, those employees are not represented in the fiscal year 2023 data.

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 2023, a total of 3,716 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 2023 through January 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 (FTE) employees. 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 2023 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 these systems for pay periods between September 2022 and August 2023. The data in those systems was self-reported by state agencies. The data has not been independently verified by the State Auditor’s Office.

The turnover rates for fiscal years 2014 through 2022 referenced within this publication are the same turnover rates reported in [*An Annual Report on Classified Employee Turnover for Fiscal Year 2022*](#) (SAO Report No. 23-703, December 2022). 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:



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



Appendix 2

Separations by Type

Figure 13 provides a summary of the types of state employee separations for fiscal years 2019 through 2023, including interagency transfers.

Figure 13

Types of State Employee Separations

Type of Separation	Fiscal Year 2019 Separations		Fiscal Year 2020 Separations		Fiscal Year 2021 Separations		Fiscal Year 2022 Separations		Fiscal Year 2023 Separations	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Voluntary Separation from Agency	18,694	56.6%	16,621	55.9%	20,425	61.6%	22,312	64.6%	17,621	61.0%
Transfer to Another Agency	2,459	7.4%	1,860	6.3%	1,505	4.5%	2,486	7.2%	2,134	7.4%
Retired	4,523	13.7%	3,938	13.2%	4,326	13.0%	3,969	11.5%	3,151	10.9%
Statewide Voluntary Separations	25,676	77.7%	22,419	75.4%	26,256	79.2%	28,767	83.3%	22,906	79.3%
Dismissal for Cause	4,082	12.4%	3,833	12.9%	3,761	11.3%	3,121	9.0%	3,536	12.2%
Resignation in Lieu of Involuntary Separation	2,703	8.2%	2,634	8.9%	2,535	7.6%	2,061	6.0%	1,875	6.5%
Termination at Will	314	1.0%	317	1.1%	249	0.8%	228	0.7%	314	1.1%
Death	198	0.6%	250	0.8%	321	1.0%	336	1.0%	228	0.8%
Reduction in Force	51	0.2%	289	1.0%	48	0.1%	22	0.1%	27	0.1%
Statewide Involuntary Separations	7,348	22.3%	7,323	24.6%	6,914	20.8%	5,768	16.7%	5,980	20.7%
Total Separations ^a	33,024	100.0%	29,742	100.0%	33,170	100.0%	34,535	100.0%	28,886	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 14 provides information on classified, regular full- and part-time employee turnover by state agency in fiscal year 2023. These totals include interagency transfers, because they are considered losses for an agency.

Figure 14

Employee Turnover by State Agency, Including Interagency Transfers for Fiscal Year 2023

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	0	0.0%	25	33.4%	0	0.0%	74.75	25	33.4%
211 - Court of Criminal Appeals	0	0.0%	8	13.4%	2	3.3%	59.75	10	16.7%
212 - Texas Judicial Council Office of Court Administration	1	0.5%	13	6.4%	7	3.5%	201.75	21	10.4%
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	2	9.8%	5	24.4%	1	4.9%	20.50	8	39.0%
221 - First Court of Appeals District, Houston	0	0.0%	0	0.0%	1	3.5%	28.50	1	3.5%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	1	3.5%	0	0.0%	28.50	1	3.5%
223 - Third Court of Appeals District, Austin	1	3.8%	1	3.8%	1	3.8%	26.25	3	11.4%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	1	3.8%	1	3.8%	26.00	2	7.7%
225 - Fifth Court of Appeals District, Dallas	2	4.4%	1	2.2%	2	4.4%	45.75	5	10.9%

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	0	0.0%	1	8.3%	1	8.3%	12.00	2	16.7%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	0	0.0%	0	0.0%	12.75	0	0.0%
228 - Eighth Court of Appeals District, El Paso	2	12.5%	4	25.0%	0	0.0%	16.00	6	37.5%
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	0	0.0%	0	0.0%	3	26.1%	11.50	3	26.1%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	2	13.3%	1	6.7%	15.00	3	20.0%
232 - Twelfth Court of Appeals District, Tyler	1	8.9%	0	0.0%	2	17.8%	11.25	3	26.7%
233 - Thirteenth Court of Appeals District, Corpus Christi - Edinburg	0	0.0%	5	21.1%	1	4.2%	23.75	6	25.3%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	2	6.5%	1	3.2%	31.00	3	9.7%
242 - State Commission on Judicial Conduct	0	0.0%	2	16.0%	1	8.0%	12.50	3	24.0%
243 - State Law Library	0	0.0%	3	27.3%	0	0.0%	11.00	3	27.3%
300 - Trusteed Programs within the Office of the Governor	3	2.2%	20	15.0%	3	2.2%	133.75	26	19.4%
301 - Office of the Governor	0	0.0%	33	20.5%	2	1.2%	160.75	35	21.8%
302 - Office of the Attorney General	42	1.1%	424	10.9%	98	2.5%	3,907.50	564	14.4%
303 - Texas Facilities Commission	1	0.2%	46	11.4%	17	4.2%	405.00	64	15.8%
304 - Office of the Comptroller of Public Accounts	31	1.2%	232	8.7%	56	2.1%	2,655.25	319	12.0%

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	14	1.8%	92	12.0%	17	2.2%	769.25	123	16.0%
306 - Library and Archives Commission	1	0.6%	32	19.3%	1	0.6%	166.00	34	20.5%
307 - Secretary of State	7	3.3%	27	12.9%	4	1.9%	210.00	38	18.1%
312 - State Securities Board	0	0.0%	11	13.9%	0	0.0%	79.00	11	13.9%
313 - Department of Information Resources	0	0.0%	25	10.8%	6	2.6%	230.50	31	13.4%
320 - Texas Workforce Commission	75	1.6%	550	12.0%	137	3.0%	4,587.75	762	16.6%
326 - Texas Emergency Services Retirement System	1	13.3%	4	53.3%	0	0.0%	7.50	5	66.7%
327 - Employees Retirement System	7	1.8%	30	7.9%	11	2.9%	381.75	48	12.6%
329 - Real Estate Commission ^b	3	2.6%	8	6.9%	3	2.6%	115.75	14	12.1%
332 - Department of Housing and Community Affairs	5	1.3%	32	8.6%	12	3.2%	374.25	49	13.1%
338 - Pension Review Board	0	0.0%	2	18.6%	0	0.0%	10.75	2	18.6%
347 - Public Finance Authority	0	0.0%	1	7.4%	0	0.0%	13.50	1	7.4%
352 - Bond Review Board	0	0.0%	3	30.8%	0	0.0%	9.75	3	30.8%
356 - Texas Ethics Commission	0	0.0%	2	8.2%	1	4.1%	24.25	3	12.4%
359 - Office of Public Insurance Counsel	0	0.0%	3	34.3%	0	0.0%	8.75	3	34.3%
360 - State Office of Administrative Hearings	0	0.0%	10	9.2%	3	2.8%	109.00	13	11.9%
362 - Texas Lottery Commission	2	0.7%	25	8.5%	12	4.1%	292.50	39	13.3%
364 - Health Professions Council	0	0.0%	0	0.0%	0	0.0%	8.00	0	0.0%
401 - Texas Military Department	10	1.8%	95	17.1%	16	2.9%	556.00	121	21.8%

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			
403 - Veterans Commission	10	2.2%	68	15.1%	11	2.4%	450.25	89	19.8%
405 - Department of Public Safety	50	0.5%	662	6.3%	303	2.9%	10,478.75	1,015	9.7%
407 - Texas Commission on Law Enforcement	0	0.0%	5	7.8%	2	3.1%	64.00	7	10.9%
409 - Commission on Jail Standards	0	0.0%	3	14.0%	0	0.0%	21.50	3	14.0%
411 - Commission on Fire Protection	1	3.9%	1	3.9%	0	0.0%	25.50	2	7.8%
448 - Office of Injured Employee Counsel	2	1.5%	28	20.7%	0	0.0%	135.00	30	22.2%
450 - Department of Savings and Mortgage Lending	2	3.2%	6	9.7%	2	3.2%	61.75	10	16.2%
451 - Department of Banking	5	3.3%	23	15.1%	3	2.0%	152.75	31	20.3%
452 - Department of Licensing and Regulation	8	1.6%	50	9.9%	16	3.2%	503.75	74	14.7%
454 - Department of Insurance	6	0.5%	148	11.8%	31	2.5%	1,254.25	185	14.7%
455 - Railroad Commission	23	2.3%	91	9.1%	25	2.5%	996.75	139	13.9%
456 - State Board of Plumbing Examiners	1	3.0%	7	20.9%	2	6.0%	33.50	10	29.9%
457 - Board of Public Accountancy	0	0.0%	5	13.3%	2	5.3%	37.50	7	18.7%
458 - Alcoholic Beverage Commission	12	2.2%	56	10.5%	13	2.4%	535.50	81	15.1%
459 - Board of Public Architectural Examiners	0	0.0%	0	0.0%	0	0.0%	19.00	0	0.0%
460 - Board of Public Professional Engineers and Land Surveyors	0	0.0%	4	11.7%	2	5.8%	34.25	6	17.5%
466 - Office of Consumer Credit Commissioner	0	0.0%	7	10.1%	2	2.9%	69.50	9	12.9%
469 - Credit Union Department	1	3.3%	6	20.0%	1	3.3%	30.00	8	26.7%

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			
473 - Public Utility Commission of Texas	0	0.0%	16	7.9%	8	3.9%	203.00	24	11.8%
475 - Office of Public Utility Counsel	0	0.0%	2	15.4%	1	7.7%	13.00	3	23.1%
476 - Racing Commission	4	11.9%	5	14.9%	1	3.0%	33.50	10	29.9%
477 - Commission on State Emergency Communications	1	5.0%	2	10.0%	1	5.0%	20.00	4	20.0%
479 - State Office of Risk Management	4	3.7%	12	11.2%	2	1.9%	106.75	18	16.9%
481 - Board of Professional Geoscientists	0	0.0%	0	0.0%	0	0.0%	4.50	0	0.0%
503 - Texas Medical Board	4	2.0%	21	10.7%	4	2.0%	195.75	29	14.8%
504 - Texas State Board of Dental Examiners	1	2.0%	9	17.7%	1	2.0%	50.75	11	21.7%
507 - Texas Board of Nursing	3	2.5%	14	11.7%	2	1.7%	119.75	19	15.9%
508 - Board of Chiropractic Examiners	0	0.0%	2	22.9%	0	0.0%	8.75	2	22.9%
510 - Texas Behavioral Health Executive Council	2	3.3%	3	5.0%	2	3.3%	60.25	7	11.6%
513 - Funeral Service Commission	1	9.3%	4	37.2%	0	0.0%	10.75	5	46.5%
514 - Optometry Board	1	19.0%	0	0.0%	0	0.0%	5.25	1	19.0%
515 - Board of Pharmacy	3	3.1%	16	16.6%	1	1.0%	96.25	20	20.8%
529 - Health and Human Services Commission	2,239	6.2%	4,963	13.7%	609	1.7%	36,352.00	7,811	21.5%
530 - Department of Family and Protective Services	450	3.5%	2,670	21.1%	183	1.4%	12,681.00	3,303	26.0%

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			
533 - Executive Council of Physical and Occupational Therapy Examiners	0	0.0%	1	6.0%	1	6.0%	16.75	2	11.9%
537 - Department of State Health Services	51	1.4%	551	15.2%	81	2.2%	3,614.75	683	18.9%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	0	0.0%	1	2.7%	36.75	1	2.7%
551 - Department of Agriculture	12	1.9%	103	16.3%	10	1.6%	630.75	125	19.8%
554 - Animal Health Commission	10	5.6%	21	11.8%	4	2.3%	177.75	35	19.7%
578 - Board of Veterinary Medical Examiners	1	5.8%	3	17.4%	1	5.8%	17.25	5	29.0%
580 - Water Development Board	6	1.5%	47	11.8%	6	1.5%	398.50	59	14.8%
582 - Commission on Environmental Quality	25	0.9%	318	11.6%	68	2.5%	2,747.50	411	15.0%
592 - Soil & Water Conservation Board	1	1.4%	7	9.7%	1	1.4%	72.00	9	12.5%
601 - Department of Transportation	167	1.3%	1,158	8.8%	337	2.6%	13,101.25	1,662	12.7%
608 - Texas Department of Motor Vehicles	17	2.2%	89	11.8%	17	2.2%	756.50	123	16.3%
644 - Juvenile Justice Department	245	12.3%	655	32.8%	42	2.1%	1,996.50	942	47.2%
696 - Department of Criminal Justice	2,327	7.0%	5,454	16.4%	817	2.5%	33,155.50	8,598	25.9%
701 - Texas Education Agency	5	0.4%	190	16.1%	21	1.8%	1,178.00	216	18.3%
771 - School for the Blind and Visually Impaired	6	2.1%	31	11.1%	6	2.1%	280.00	43	15.4%
772 - School for the Deaf	6	1.8%	28	8.4%	6	1.8%	333.50	40	12.0%
802 - Parks and Wildlife Department	43	1.4%	298	9.8%	66	2.2%	3,028.50	407	13.4%

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			
808 - Historical Commission	3	1.0%	47	15.2%	8	2.6%	308.75	58	18.8%
809 - Preservation Board	10	4.6%	55	25.6%	2	0.9%	215.25	67	31.1%
813 - Commission on the Arts	0	0.0%	1	7.5%	1	7.5%	13.25	2	15.1%
907 - Comptroller - State Energy Conservation Office	0	0.0%	1	10.0%	1	10.0%	10.00	2	20.0%
909 - Comptroller - Texas Broadband Development Office	0	0.0%	6	75.0%	0	0.0%	8.00	6	75.0%
Statewide Totals	5,980	4.2%	19,755	13.8%	3,151	2.2%	142,865.00	28,886	20.2%

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

^b The Real Estate Commission transitioned its employees from classified to unclassified status effective July 1, 2023, thereby removing them from the State's Position Classification Plan. Therefore, the totals for their agency are calculated using data from the first three quarters only.

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

Appendix 4

Turnover by Job Classification Series

Figure 15 summarizes turnover by job classification series for fiscal year 2023, including the State's 26 occupational categories for the 2022–2023 biennium.

Figure 15

Turnover by Job Classification Series and Occupational Category for Fiscal Year 2023

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	1,601.75	1.1%	169	0.6%	10.6%
	Accounting Technician	156.25	0.1%	22	0.1%	14.1%
	Accounts Examiner	694.50	0.5%	59	0.2%	8.5%
	Appropriations Control Officer	0.00	0.0%	0	0.0%	0.0%
	Auditor	469.00	0.3%	60	0.2%	12.8%
	Budget Analyst	437.25	0.3%	33	0.1%	7.5%
	Chief Investment Officer	0.00	0.0%	0	0.0%	0.0%
	Chief Trader	1.75	0.0%	0	0.0%	0.0%
	Financial Analyst	336.25	0.2%	26	0.1%	7.7%
	Financial Examiner	414.25	0.3%	52	0.2%	12.6%
	Independent Audit Reviewer	10.00	0.0%	0	0.0%	0.0%
	Internal Auditor	120.50	0.1%	17	0.1%	14.1%
	Investment Analyst	20.00	0.0%	2	0.0%	10.0%
	Loan Specialist	35.25	0.0%	0	0.0%	0.0%
	Payroll Assistant/Specialist	51.50	0.0%	12	0.0%	23.3%
	Portfolio Manager	66.00	0.0%	9	0.0%	13.6%
	Reimbursement Analyst	51.75	0.0%	5	0.0%	9.7%
	Reimbursement Officer	88.25	0.1%	3	0.0%	3.4%
	Tax Analyst	26.75	0.0%	2	0.0%	7.5%
	Tax Auditor	481.50	0.3%	84	0.3%	17.4%
Tax Auditor Manager	23.25	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
	Tax Auditor Supervisor	50.25	0.0%	1	0.0%	2.0%
	Taxpayer Compliance Officer	367.00	0.3%	60	0.2%	16.3%
	Trader	0.50	0.0%	1	0.0%	200.0%
Totals for Accounting, Auditing, and Finance		5,503.50	3.9%	617	2.3%	11.2% ^c
Administrative Support	Administrative Assistant	5,577.00	3.9%	933	3.5%	16.7%
	Clerk ^d	2,789.75	2.0%	687	2.6%	24.6%
	Customer Service Representative ^d	1,403.50	1.0%	336	1.3%	23.9%
	Document Services Technician	128.75	0.1%	17	0.1%	13.2%
	Executive Assistant	511.75	0.4%	51	0.2%	10.0%
	License and Permit Specialist	3,079.75	2.2%	366	1.4%	11.9%
	Receptionist	63.75	0.0%	18	0.1%	28.2%
Totals for Administrative Support		13,554.25	9.5%	2,408	9.0%	17.8% ^c
Compliance, Inspection, and Investigation	Boiler Inspector	16.00	0.0%	1	0.0%	6.3%
	Compliance Analyst	270.50	0.2%	25	0.1%	9.2%
	Inspector	1,439.50	1.0%	204	0.8%	14.2%
	Investigator	2,039.00	1.4%	286	1.1%	14.0%
	Quality Assurance Specialist	394.25	0.3%	30	0.1%	7.6%
Totals for Compliance, Inspection, and Investigation		4,159.25	2.9%	546	2.0%	13.1% ^c
Criminal Justice	Agriculture Specialist	100.00	0.1%	14	0.1%	14.0%
	Assistant Warden/Warden	178.00	0.1%	21	0.1%	11.8%
	Correctional Officer ^d	19,752.00	13.8%	6,108	22.8%	30.9%
	Counsel Substitute	87.50	0.1%	10	0.0%	11.4%
	Dorm Supervisor	44.00	0.0%	11	0.0%	25.0%
	Halfway House Assistant Superintendent/Superintendent	9.00	0.0%	2	0.0%	22.2%
	Industrial Specialist	279.00	0.2%	26	0.1%	9.3%
	Intensive Medical Parole Officer	0.00	0.0%	0	0.0%	0.0%
	Juvenile Correctional Officer ^d	992.25	0.7%	712	2.7%	71.8%
	Juvenile Correctional Officer Supervisor	0.00	0.0%	0	0.0%	0.0%
	Parole Officer ^d	1,842.75	1.3%	487	1.8%	26.4%
	Senior Correctional Officer	2,766.00	1.9%	317	1.2%	11.5%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Youth Facility Assistant Superintendent/Superintendent	10.00	0.0%	1	0.0%	10.0%
Totals for Criminal Justice		26,060.50	18.2%	7,709	28.8%	29.6% ^c
Custodial	Barber/Cosmetologist	12.50	0.0%	3	0.0%	24.0%
	Cook ^d	313.00	0.2%	81	0.3%	25.9%
	Custodial Manager	64.75	0.0%	4	0.0%	6.2%
	Custodian ^d	730.25	0.5%	204	0.8%	27.9%
	Food Service Manager	815.50	0.6%	130	0.5%	15.9%
	Food Service Worker ^d	511.00	0.4%	206	0.8%	40.3%
	Groundskeeper	81.50	0.1%	15	0.1%	18.4%
	Laundry Manager	646.00	0.5%	64	0.2%	9.9%
	Laundry/Sewing Room Worker	78.00	0.1%	30	0.1%	38.5%
Totals for Custodial		3,252.50	2.3%	737	2.8%	22.7% ^c
Education	Education Specialist	317.25	0.2%	33	0.1%	10.4%
	Teacher Aide	86.00	0.1%	18	0.1%	20.9%
Totals for Education		403.25	0.3%	51	0.2%	12.6% ^c
Employment	Unemployment Insurance Claims Examiner	22.75	0.0%	4	0.0%	17.6%
	Unemployment Insurance Specialist	12.25	0.0%	1	0.0%	8.2%
	Workforce Development Specialist ^d	372.00	0.3%	101	0.4%	27.2%
Totals for Employment		407.00	0.3%	106	0.4%	26.0% ^c
Engineering and Design	Architect	63.50	0.0%	7	0.0%	11.0%
	District Engineer	25.75	0.0%	1	0.0%	3.9%
	Drafting Technician	12.50	0.0%	3	0.0%	24.0%
	Engineer	947.00	0.7%	114	0.4%	12.0%
	Engineering Aide	7.50	0.0%	2	0.0%	26.7%
	Engineering Specialist	3,015.50	2.1%	359	1.3%	11.9%
	Engineering Technician	368.25	0.3%	53	0.2%	14.4%
	Intelligent Transportation Systems Specialist	22.00	0.0%	3	0.0%	13.6%
	Project Design Specialist	6.50	0.0%	2	0.0%	30.8%
Totals for Engineering and Design		4,468.50	3.1%	544	2.0%	12.2% ^c

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	11.25	0.0%	0	0.0%	0.0%
	Human Resources Assistant/Specialist	893.75	0.6%	126	0.5%	14.1%
	Training and Development Assistant/Specialist	794.00	0.6%	81	0.3%	10.2%
Totals for Human Resources and Training and Development		1,699.00	1.2%	207	0.8%	12.2% ^c
Information and Communication	Creative Media Designer	73.25	0.1%	9	0.0%	12.3%
	Editor	23.00	0.0%	2	0.0%	8.7%
	Government Relations Specialist	86.75	0.1%	16	0.1%	18.4%
	Governor's Advisor	17.25	0.0%	3	0.0%	17.4%
	Information Specialist	430.50	0.3%	58	0.2%	13.5%
	Intelligent Transportation Systems Operations Technician	53.00	0.0%	3	0.0%	5.7%
	Management Analyst	419.00	0.3%	24	0.1%	5.7%
	Marketing Specialist	64.25	0.0%	9	0.0%	14.0%
	Multimedia Specialist	12.75	0.0%	1	0.0%	7.8%
	Multimedia Technician	13.00	0.0%	1	0.0%	7.7%
	Privacy Analyst	3.50	0.0%	0	0.0%	0.0%
	Technical Writer	43.50	0.0%	9	0.0%	20.7%
Totals for Information and Communication		1,239.75	0.9%	135	0.5%	10.9% ^c
Information Technology	Business Continuity Coordinator	14.75	0.0%	4	0.0%	27.1%
	Chief Cybersecurity Officer	0.00	0.0%	0	0.0%	0.0%
	Chief Data Officer	0.00	0.0%	0	0.0%	0.0%
	Chief Information Security Officer	5.25	0.0%	0	0.0%	0.0%
	Computer Operations Specialist	28.25	0.0%	6	0.0%	21.2%
	Cybersecurity Analyst	122.75	0.1%	13	0.0%	10.6%
	Cybersecurity Officer	7.25	0.0%	0	0.0%	0.0%
	Data Architect	22.50	0.0%	1	0.0%	4.4%
	Data Officer	8.75	0.0%	0	0.0%	0.0%
	Database Administrator	155.50	0.1%	15	0.1%	9.6%
	Geographic Information Specialist	114.50	0.1%	10	0.0%	8.7%
Information Security Analyst	111.25	0.1%	6	0.0%	5.4%	

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Information Security Officer	14.50	0.0%	1	0.0%	6.9%
	Information Technology Auditor	22.25	0.0%	4	0.0%	18.0%
	Information Technology Business Analyst	331.75	0.2%	27	0.1%	8.1%
	Network Specialist	370.25	0.3%	39	0.1%	10.5%
	Programmer	670.25	0.5%	53	0.2%	7.9%
	Systems Administrator	394.50	0.3%	34	0.1%	8.6%
	Systems Analyst	1,234.25	0.9%	72	0.3%	5.8%
	Systems Support Specialist	523.75	0.4%	64	0.2%	12.2%
	Telecommunications Specialist	149.00	0.1%	9	0.0%	6.0%
	Web Administrator	105.25	0.1%	4	0.0%	3.8%
	Totals for Information Technology	4,406.50	3.1%	362	1.4%	8.2% ^c
Insurance	Actuary	59.50	0.0%	4	0.0%	6.7%
	Claims Examiner	365.00	0.3%	63	0.2%	17.3%
	Insurance Specialist	137.25	0.1%	22	0.1%	16.0%
	Retirement Systems Benefits Specialist	70.00	0.0%	15	0.1%	21.4%
	Totals for Insurance	631.75	0.4%	104	0.4%	16.5% ^c
Land Surveying, Appraising, and Utilities	Appraiser	86.25	0.1%	2	0.0%	2.3%
	Land Surveyor	19.25	0.0%	2	0.0%	10.4%
	Minerals Specialist	10.75	0.0%	0	0.0%	0.0%
	Right of Way Agent	196.00	0.1%	32	0.1%	16.3%
	Utility Specialist	4.25	0.0%	1	0.0%	23.5%
	Totals for Land Surveying, Appraising, and Utilities	316.50	0.2%	37	0.1%	11.7% ^c
Law Enforcement	Agent	140.50	0.1%	16	0.1%	11.4%
	Agent Trainee	0.00	0.0%	0	0.0%	0.0%
	Assistant Commander/Commander, Game Warden	7.00	0.0%	0	0.0%	0.0%
	Assistant Commander/Commander, Public Safety	0.00	0.0%	0	0.0%	0.0%
	Captain, Texas Attorney General's Office	13.25	0.0%	3	0.0%	22.6%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Captain, Texas Department of Insurance	2.25	0.0%	1	0.0%	44.4%
	Chief Inspector, Office of Inspector General	0.00	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	280.00	0.2%	17	0.1%	6.1%
	Deputy Chief Investigator, Texas Department of Insurance	1.00	0.0%	1	0.0%	100.0%
	Game Warden	414.75	0.3%	19	0.1%	4.6%
	Investigator, Office of the Inspector General	124.25	0.1%	7	0.0%	5.6%
	Lieutenant, Texas Attorney General's Office	25.25	0.0%	1	0.0%	4.0%
	Lieutenant, Texas Department of Insurance	6.75	0.0%	2	0.0%	29.6%
	Major, Texas Attorney General's Office	4.50	0.0%	0	0.0%	0.0%
	Pilot Investigator	41.25	0.0%	0	0.0%	0.0%
	Probationary Agent	8.25	0.0%	4	0.0%	48.5%
	Public Safety Inspector	0.00	0.0%	0	0.0%	0.0%
	Regional Supervisor/Regional Manager/Multi-Regional Administrator, Office of the Inspector General	26.00	0.0%	0	0.0%	0.0%
	Sergeant, Texas Attorney General's Office	154.25	0.1%	11	0.0%	7.1%
	Sergeant, Texas Department of Insurance	15.00	0.0%	1	0.0%	6.7%
	Sergeant/Lieutenant/Captain/Major, Alcohol Beverage	51.25	0.0%	5	0.0%	9.8%
	Sergeant/Lieutenant/Captain/Major, Game Warden	100.25	0.1%	2	0.0%	2.0%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,598.75	1.1%	88	0.3%	5.5%
	Trainee/Probationary Game Warden	24.00	0.0%	4	0.0%	16.7%
	Trooper	1,997.75	1.4%	80	0.3%	4.0%
	Trooper Trainee/Probationary Trooper	329.00	0.2%	50	0.2%	15.2%
Totals for Law Enforcement		5,365.25	3.8%	312	1.2%	5.8% ^c

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Legal	Administrative Law Judge	111.00	0.1%	6	0.0%	5.4%
	Assistant Attorney General	682.00	0.5%	121	0.5%	17.7%
	Attorney	1,078.25	0.8%	113	0.4%	10.5%
	Benefit Review Officer	30.50	0.0%	2	0.0%	6.6%
	Chief Deputy Clerk	10.75	0.0%	0	0.0%	0.0%
	Clerk of the Court	14.75	0.0%	2	0.0%	13.6%
	Court Coordinator	73.00	0.1%	4	0.0%	5.5%
	Court Law Clerk	31.25	0.0%	23	0.1%	73.6%
	Deputy Clerk	58.00	0.0%	8	0.0%	13.8%
	General Counsel	227.00	0.2%	15	0.1%	6.6%
	Hearings Officer ^d	127.75	0.1%	26	0.1%	20.4%
	Hearings Reporter	1.00	0.0%	0	0.0%	0.0%
	Law Clerk	4.25	0.0%	9	0.0%	211.8%
	Legal Assistant	487.25	0.3%	64	0.2%	13.1%
	Legal Secretary	142.25	0.1%	16	0.1%	11.2%
	Medical Fee Dispute Officer	4.75	0.0%	0	0.0%	0.0%
	Ombudsman	178.50	0.1%	25	0.1%	14.0%
Totals for Legal		3,262.25	2.3%	434	1.6%	13.3% ^c
Library and Records	Archeologist	28.00	0.0%	3	0.0%	10.7%
	Archivist	28.75	0.0%	3	0.0%	10.4%
	Curator	20.25	0.0%	2	0.0%	9.9%
	Exhibit Technician	5.25	0.0%	1	0.0%	19.0%
	Historian	8.50	0.0%	0	0.0%	0.0%
	Librarian	200.75	0.1%	21	0.1%	10.5%
	Library Assistant	20.25	0.0%	4	0.0%	19.8%
	Records Analyst	166.00	0.1%	19	0.1%	11.4%
Totals for Library and Records		477.75	0.3%	53	0.2%	11.1% ^c
Maintenance	Air Conditioning and Boiler Operator	37.75	0.0%	9	0.0%	23.8%
	Aircraft Mechanic	16.50	0.0%	2	0.0%	12.1%
	Aircraft Pilot	6.25	0.0%	2	0.0%	32.0%
	Electrician	52.50	0.0%	5	0.0%	9.5%
	Electronics Technician	61.75	0.0%	9	0.0%	14.6%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Equipment Maintenance Technician	17.25	0.0%	3	0.0%	17.4%
	Equipment Operator	583.00	0.4%	63	0.2%	10.8%
	Ferryboat Captain	43.75	0.0%	6	0.0%	13.7%
	Ferryboat Deckhand ^d	119.25	0.1%	40	0.1%	33.5%
	Ferryboat Specialist	7.50	0.0%	2	0.0%	26.7%
	HVAC Mechanic	86.50	0.1%	14	0.1%	16.2%
	Machinist	2.25	0.0%	0	0.0%	0.0%
	Maintenance Specialist ^d	961.25	0.7%	192	0.7%	20.0%
	Maintenance Supervisor	899.50	0.6%	129	0.5%	14.3%
	Motor Vehicle Technician	359.50	0.3%	37	0.1%	10.3%
	Plumber	9.25	0.0%	3	0.0%	32.4%
	Radio Communications Technician	17.50	0.0%	7	0.0%	40.0%
	Transportation Maintenance Specialist	3,861.00	2.7%	637	2.4%	16.5%
	Vehicle Driver ^d	217.50	0.2%	57	0.2%	26.2%
	Totals for Maintenance	7,359.75	5.2%	1,217	4.5%	16.5% ^c
Medical and Health	Advanced Practice Registered Nurse	111.50	0.1%	16	0.1%	14.3%
	Behavior Analyst	64.00	0.0%	11	0.0%	17.2%
	Certified Peer Support Specialist	5.00	0.0%	0	0.0%	0.0%
	Dental Assistant	20.00	0.0%	4	0.0%	20.0%
	Dental Hygienist	28.50	0.0%	6	0.0%	21.1%
	Dentist	33.00	0.0%	2	0.0%	6.1%
	Dietetic and Nutrition Specialist	62.50	0.0%	9	0.0%	14.4%
	Dietetic Technician	12.00	0.0%	1	0.0%	8.3%
	Epidemiologist	146.25	0.1%	24	0.1%	16.4%
	Health Assistant	110.00	0.1%	15	0.1%	13.6%
	Health Informatics Specialist	30.25	0.0%	7	0.0%	23.1%
	Health Physicist	61.75	0.0%	12	0.0%	19.4%
	Health Specialist ^d	240.00	0.2%	48	0.2%	20.0%
	Laboratory Technician	51.00	0.0%	11	0.0%	21.6%
	Licensed Vocational Nurse ^d	873.75	0.6%	185	0.7%	21.2%
	Medical Research Specialist	18.25	0.0%	4	0.0%	21.9%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Medical Technician	25.50	0.0%	8	0.0%	31.4%
	Medical Technologist	59.00	0.0%	7	0.0%	11.9%
	Microbiologist	83.50	0.1%	12	0.0%	14.4%
	Molecular Biologist	67.50	0.0%	13	0.0%	19.3%
	Nurse	1,979.75	1.4%	321	1.2%	16.2%
	Orthopedic Equipment Technician	32.00	0.0%	7	0.0%	21.9%
	Pharmacist	117.75	0.1%	7	0.0%	5.9%
	Pharmacy Technician	83.25	0.1%	9	0.0%	10.8%
	Physician	98.25	0.1%	11	0.0%	11.2%
	Physician Assistant	3.50	0.0%	0	0.0%	0.0%
	Psychiatric Clinical Director	0.00	0.0%	0	0.0%	0.0%
	Psychiatrist ^d	117.00	0.1%	23	0.1%	19.7%
	Psychological Associate	3.75	0.0%	1	0.0%	26.7%
	Psychologist	40.75	0.0%	8	0.0%	19.6%
	Public Health and Prevention Specialist	393.25	0.3%	50	0.2%	12.7%
	Public Health Nurse	115.75	0.1%	20	0.1%	17.3%
	Radiological Technologist	14.00	0.0%	0	0.0%	0.0%
	Registered Therapist Assistant/Therapist	325.00	0.2%	27	0.1%	8.3%
	Respiratory Care Practitioner	14.00	0.0%	1	0.0%	7.1%
	Veterinarian	25.75	0.0%	4	0.0%	15.5%
	Totals for Medical and Health	5,467.00	3.8%	884	3.3%	16.2% ^c
Military	Military Specialist	16.50	0.0%	2	0.0%	12.1%
	Military Technician	1.00	0.0%	0	0.0%	0.0%
	Totals for Military	17.50	0.0%	2	0.0%	11.4% ^c
Natural Resources	Assistant Park/Historic Site Superintendent	55.25	0.0%	5	0.0%	9.0%
	Chemist	109.25	0.1%	18	0.1%	16.5%
	Environmental Protection Specialist	303.75	0.2%	35	0.1%	11.5%
	Fish and Wildlife Technician	192.50	0.1%	24	0.1%	12.5%
	Geologic Specialist	2.50	0.0%	0	0.0%	0.0%
	Geoscientist	86.25	0.1%	6	0.0%	7.0%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Hydrologist	73.50	0.1%	11	0.0%	15.0%
	Natural Resources Specialist	1,251.00	0.9%	167	0.6%	13.3%
	Park Ranger	93.50	0.1%	17	0.1%	18.2%
	Park/Historic Site Superintendent	110.50	0.1%	10	0.0%	9.0%
	Sanitarian	142.00	0.1%	13	0.0%	9.2%
	Toxicologist	14.25	0.0%	2	0.0%	14.0%
Totals for Natural Resources		2,434.25	1.7%	308	1.2%	12.7% ^c
Planning, Research, and Statistics	Data Analyst	424.75	0.3%	36	0.1%	8.5%
	Data Scientist	10.00	0.0%	0	0.0%	0.0%
	Economist	29.75	0.0%	7	0.0%	23.5%
	Planner	172.25	0.1%	25	0.1%	14.5%
	Research and Statistics Technician	13.25	0.0%	3	0.0%	22.6%
	Research Specialist	240.50	0.2%	41	0.2%	17.0%
	Statistician	9.50	0.0%	1	0.0%	10.5%
Totals for Planning, Research, and Statistics		900.00	0.6%	113	0.4%	12.6% ^c
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Deputy Executive Commissioner	0.00	0.0%	0	0.0%	0.0%
	Deputy/First Assistant Attorney General	8.75	0.0%	2	0.0%	22.9%
	Director	3,156.25	2.2%	304	1.1%	9.6%
	Manager	3,908.00	2.7%	304	1.1%	7.8%
	Portfolio Project Manager	48.00	0.0%	5	0.0%	10.4%
	Program Specialist	6,352.25	4.4%	663	2.5%	10.4%
	Program Supervisor	2,084.25	1.5%	196	0.7%	9.4%
	Project Management Specialist	32.00	0.0%	4	0.0%	12.5%
	Project Manager	756.00	0.5%	90	0.3%	11.9%
	Staff Services Officer	421.50	0.3%	44	0.2%	10.4%
Totals for Program Management		16,768.00	11.7%	1,612	6.0%	9.6% ^c
Property Management and Procurement	Contract Administration Manager	260.00	0.2%	19	0.1%	7.3%
	Contract Specialist	1,167.75	0.8%	100	0.4%	8.6%
	Contract Technician	38.50	0.0%	0	0.0%	0.0%
	Fleet Manager	82.25	0.1%	8	0.0%	9.7%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Grant Specialist	266.50	0.2%	30	0.1%	11.3%
	Inventory and Store Specialist	775.00	0.5%	135	0.5%	17.4%
	Property Manager	170.00	0.1%	19	0.1%	11.2%
	Purchaser	405.75	0.3%	47	0.2%	11.6%
Totals for Property Management and Procurement		3,165.75	2.2%	358	1.3%	11.3% ^c
Public Safety	Biometrics Analyst	34.25	0.0%	8	0.0%	23.4%
	Crime Analyst	122.50	0.1%	13	0.0%	10.6%
	Crime Laboratory Specialist	80.25	0.1%	10	0.0%	12.5%
	Criminal Intelligence Analyst	75.75	0.1%	4	0.0%	5.3%
	Emergency Management Program Coordinator	18.75	0.0%	4	0.0%	21.3%
	Forensic Scientist	342.75	0.2%	33	0.1%	9.6%
	Police Communications Operator	124.75	0.1%	19	0.1%	15.2%
	Public Safety Records Technician	11.50	0.0%	1	0.0%	8.7%
	Security Officer ^d	643.75	0.5%	169	0.6%	26.3%
	Sergeant/Lieutenant/Captain/Major, State Park Police Officer	45.75	0.0%	1	0.0%	2.2%
	State Park Police Officer	44.25	0.0%	3	0.0%	6.8%
	Trainee/Probationary State Park Police Officer	15.50	0.0%	10	0.0%	64.5%
Totals for Public Safety		1,559.75	1.1%	275	1.0%	17.6% ^c
Safety	Lifeguard	0.00	0.0%	0	0.0%	0.0%
	Rescue Specialist	2.75	0.0%	1	0.0%	36.4%
	Risk Management Specialist	59.50	0.0%	8	0.0%	13.4%
	Safety Officer	250.25	0.2%	27	0.1%	10.8%
Totals for Safety		312.50	0.2%	36	0.1%	11.5% ^c
Social Services	Adult and Child Care Licensing Specialist	0.00	0.0%	0	0.0%	0.0%
	Adult Protective Services Specialist ^d	585.25	0.4%	180	0.7%	30.8%
	Case Manager ^d	434.25	0.3%	98	0.4%	22.6%
	Chaplain	131.75	0.1%	23	0.1%	17.5%
	Chaplaincy Services Assistant	6.50	0.0%	1	0.0%	15.4%
	Child Protective Services Specialist ^d	6,138.00	4.3%	1,907	7.1%	31.1%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Child Support Officer	1,287.00	0.9%	108	0.4%	8.4%
	Child Support Technician	287.00	0.2%	32	0.1%	11.1%
	Direct Support Professional ^d	4,988.00	3.5%	1,972	7.4%	39.5%
	Family and Protective Services Supervisor	1,366.75	1.0%	148	0.6%	10.8%
	Family Services Specialist	211.75	0.1%	17	0.1%	8.0%
	Guardianship Specialist	83.25	0.1%	7	0.0%	8.4%
	Human Rights Officer	24.25	0.0%	2	0.0%	8.2%
	Human Services Specialist ^d	1,215.50	0.9%	255	1.0%	21.0%
	Human Services Technician ^d	708.25	0.5%	205	0.8%	28.9%
	Interpreter	26.50	0.0%	3	0.0%	11.3%
	Protective Services Intake Specialist	332.75	0.2%	50	0.2%	15.0%
	Psychiatric Nursing Assistant ^d	2,465.50	1.7%	915	3.4%	37.1%
	Qualified Intellectual Disability Professional	279.00	0.2%	32	0.1%	11.5%
	Recreation Program Specialist	15.00	0.0%	0	0.0%	0.0%
	Rehabilitation Teacher	82.75	0.1%	20	0.1%	24.2%
	Rehabilitation Therapy Technician	903.50	0.6%	153	0.6%	16.9%
	Resident Specialist	244.50	0.2%	30	0.1%	12.3%
	Social Worker	225.75	0.2%	39	0.1%	17.3%
	Substance Abuse Counselor	74.75	0.1%	13	0.0%	17.4%
	Texas Works Advisor ^d	6,049.50	4.2%	1,166	4.4%	19.3%
	Texas Works Supervisor	512.00	0.4%	29	0.1%	5.7%
	Transition Coordinator	14.50	0.0%	3	0.0%	20.7%
	Veterans Services Representative	317.25	0.2%	55	0.2%	17.3%
	Vocational Rehabilitation Counselor ^d	591.75	0.4%	113	0.4%	19.1%
	Volunteer Services Coordinator	70.50	0.0%	9	0.0%	12.8%
	Totals for Social Services	29,673.00	20.8%	7,585	28.4%	25.6% ^c
	Statewide Totals	142,865.00	100.0%	26,752	100.0%	18.7%

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 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>^d One of the 26 job classification series that had more than 100 employees and a turnover rate that exceeded the statewide turnover rate of 18.7 percent, as mentioned in Chapter 2.</p>						

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

Appendix 5

Turnover by Region and County

Figure 16 provides a summary of turnover by region and county in Texas in fiscal year 2023.

Figure 16

Turnover by Region and County for Fiscal Year 2023

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Alamo Region	Atascosa	102.75	0.1%	14	0.1%	13.6%
	Bandera	41.75	0.0%	9	0.0%	21.6%
	Bexar	6,793.50	4.8%	1,389	5.2%	20.4%
	Calhoun	56.75	0.0%	9	0.0%	15.9%
	Comal	212.25	0.1%	51	0.2%	24.0%
	Dewitt	400.75	0.3%	55	0.2%	13.7%
	Frio	308.00	0.2%	100	0.4%	32.5%
	Gillespie	45.75	0.0%	8	0.0%	17.5%
	Goliad	37.00	0.0%	2	0.0%	5.4%
	Gonzales	52.25	0.0%	4	0.0%	7.7%
	Guadalupe	171.25	0.1%	29	0.1%	16.9%
	Jackson	24.50	0.0%	4	0.0%	16.3%
	Karnes	361.50	0.3%	88	0.3%	24.3%
	Kendall	43.75	0.0%	8	0.0%	18.3%
	Kerr	798.50	0.6%	176	0.7%	22.0%
	Lavaca	27.75	0.0%	0	0.0%	0.0%
	Medina	355.00	0.2%	106	0.4%	29.9%
	Victoria	242.00	0.2%	48	0.2%	19.8%
	Wilson	60.75	0.0%	13	0.0%	21.4%
Alamo Region Totals		10,135.75	7.1%	2,113	7.9%	20.8% ^b

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Capital Region	Bastrop	208.00	0.1%	34	0.1%	16.3%
	Blanco	37.75	0.0%	9	0.0%	23.8%
	Burnet	238.25	0.2%	42	0.2%	17.6%
	Caldwell	77.25	0.1%	14	0.1%	18.1%
	Fayette	76.50	0.1%	9	0.0%	11.8%
	Hays	292.50	0.2%	52	0.2%	17.8%
	Lee	321.50	0.2%	144	0.5%	44.8%
	Llano	30.00	0.0%	2	0.0%	6.7%
	Travis	37,638.25	26.3%	4,566	17.1%	12.1%
	Williamson	464.75	0.3%	94	0.4%	20.2%
Capital Region Totals		39,384.75	27.6%	4,966	18.6%	12.6% ^b
Central Texas Region	Bell	813.50	0.6%	205	0.8%	25.2%
	Bosque	29.50	0.0%	4	0.0%	13.6%
	Brazos	798.25	0.6%	150	0.6%	18.8%
	Burleson	42.50	0.0%	2	0.0%	4.7%
	Coryell	2,094.25	1.5%	692	2.6%	33.0%
	Falls	283.25	0.2%	77	0.3%	27.2%
	Freestone	245.00	0.2%	61	0.2%	24.9%
	Grimes	634.75	0.4%	116	0.4%	18.3%
	Hamilton	73.25	0.1%	22	0.1%	30.0%
	Hill	94.25	0.1%	18	0.1%	19.1%
	Lampasas	63.50	0.0%	10	0.0%	15.7%
	Leon	51.50	0.0%	4	0.0%	7.8%
	Limestone	1,320.50	0.9%	281	1.1%	21.3%
	Madison	394.75	0.3%	65	0.2%	16.5%
	McLennan	1,513.25	1.1%	437	1.6%	28.9%
	Milam	48.75	0.0%	6	0.0%	12.3%
	Mills	14.50	0.0%	1	0.0%	6.9%
	Robertson	40.50	0.0%	4	0.0%	9.9%
San Saba	125.25	0.1%	32	0.1%	25.5%	
Washington	992.25	0.7%	294	1.1%	29.6%	
Central Texas Region Totals		9,673.25	6.8%	2,481	9.3%	25.6% ^b

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Gulf Coast Region	Austin	84.75	0.1%	16	0.1%	18.9%
	Brazoria	3,088.75	2.2%	821	3.1%	26.6%
	Chambers	38.50	0.0%	4	0.0%	10.4%
	Colorado	100.25	0.1%	16	0.1%	16.0%
	Fort Bend	2,539.25	1.8%	439	1.6%	17.3%
	Galveston	1,308.50	0.9%	230	0.9%	17.6%
	Harris	7,944.00	5.6%	1,587	5.9%	20.0%
	Liberty	898.00	0.6%	266	1.0%	29.6%
	Matagorda	80.75	0.1%	11	0.0%	13.6%
	Montgomery	554.25	0.4%	94	0.4%	17.0%
	Walker	6,048.25	4.2%	1,118	4.2%	18.5%
	Waller	57.00	0.0%	9	0.0%	15.8%
	Wharton	94.50	0.1%	16	0.1%	16.9%
Gulf Coast Region Totals		22,836.75	16.0%	4,627	17.3%	20.3% ^b
High Plains Region	Armstrong	18.50	0.0%	3	0.0%	16.2%
	Bailey	14.75	0.0%	4	0.0%	27.1%
	Briscoe	23.00	0.0%	3	0.0%	13.0%
	Carson	33.50	0.0%	4	0.0%	11.9%
	Castro	15.25	0.0%	4	0.0%	26.2%
	Childress	329.50	0.2%	59	0.2%	17.9%
	Cochran	12.00	0.0%	3	0.0%	25.0%
	Collingsworth	14.00	0.0%	1	0.0%	7.1%
	Crosby	15.50	0.0%	0	0.0%	0.0%
	Dallam	49.25	0.0%	6	0.0%	12.2%
	Deaf Smith	48.00	0.0%	8	0.0%	16.7%
	Dickens	14.00	0.0%	2	0.0%	14.3%
	Donley	19.00	0.0%	4	0.0%	21.1%
	Floyd	15.00	0.0%	0	0.0%	0.0%
	Garza	28.75	0.0%	1	0.0%	3.5%
	Gray	309.25	0.2%	59	0.2%	19.1%
	Hale	564.75	0.4%	130	0.5%	23.0%
Hall	14.75	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
	Hansford	13.00	0.0%	3	0.0%	23.1%
	Hartley	98.00	0.1%	34	0.1%	34.7%
	Hemphill	23.00	0.0%	2	0.0%	8.7%
	Hockley	46.75	0.0%	8	0.0%	17.1%
	Hutchinson	46.25	0.0%	9	0.0%	19.5%
	Lamb	57.25	0.0%	5	0.0%	8.7%
	Lubbock	2,628.25	1.8%	568	2.1%	21.6%
	Lynn	14.25	0.0%	0	0.0%	0.0%
	Moore	61.00	0.0%	16	0.1%	26.2%
	Motley	10.00	0.0%	0	0.0%	0.0%
	Ochiltree	27.25	0.0%	3	0.0%	11.0%
	Oldham	19.50	0.0%	9	0.0%	46.2%
	Parmer	17.25	0.0%	3	0.0%	17.4%
	Potter	1,087.00	0.8%	268	1.0%	24.7%
	Randall	373.50	0.3%	60	0.2%	16.1%
	Sherman	14.25	0.0%	2	0.0%	14.0%
	Swisher	137.00	0.1%	40	0.1%	29.2%
	Terry	36.00	0.0%	4	0.0%	11.1%
	Wheeler	17.25	0.0%	3	0.0%	17.4%
	Yoakum	5.50	0.0%	1	0.0%	18.2%
High Plains Region Totals		6,271.00	4.4%	1,329	5.0%	21.2% ^b
Metroplex Region	Collin	522.50	0.4%	115	0.4%	22.0%
	Cooke	375.00	0.3%	167	0.6%	44.5%
	Dallas	4,479.00	3.1%	944	3.5%	21.1%
	Denton	1,821.75	1.3%	439	1.6%	24.1%
	Ellis	235.50	0.2%	28	0.1%	11.9%
	Erath	108.00	0.1%	20	0.1%	18.5%
	Fannin	489.00	0.3%	103	0.4%	21.1%
	Grayson	229.75	0.2%	38	0.1%	16.5%
	Hood	93.75	0.1%	12	0.0%	12.8%
	Hunt	167.00	0.1%	37	0.1%	22.2%
	Johnson	190.75	0.1%	31	0.1%	16.3%

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Kaufman	1,053.75	0.7%	218	0.8%	20.7%
	Navarro	138.50	0.1%	24	0.1%	17.3%
	Palo Pinto	150.00	0.1%	24	0.1%	16.0%
	Parker	138.75	0.1%	21	0.1%	15.1%
	Rockwall	72.50	0.1%	13	0.0%	17.9%
	Somervell	15.75	0.0%	3	0.0%	19.0%
	Tarrant	3,454.00	2.4%	629	2.4%	18.2%
	Wise	124.00	0.1%	25	0.1%	20.2%
Metroplex Region Totals		13,859.25	9.7%	2,891	10.8%	20.9% ^b
Northwest Region	Archer	16.50	0.0%	1	0.0%	6.1%
	Baylor	21.25	0.0%	2	0.0%	9.4%
	Brown	693.75	0.5%	172	0.6%	24.8%
	Callahan	20.50	0.0%	0	0.0%	0.0%
	Clay	23.50	0.0%	2	0.0%	8.5%
	Coleman	14.50	0.0%	3	0.0%	20.7%
	Comanche	17.50	0.0%	5	0.0%	28.6%
	Cottle	21.25	0.0%	1	0.0%	4.7%
	Eastland	80.00	0.1%	10	0.0%	12.5%
	Fisher	13.25	0.0%	2	0.0%	15.1%
	Foard	11.00	0.0%	2	0.0%	18.2%
	Hardeman	20.50	0.0%	1	0.0%	4.9%
	Haskell	29.50	0.0%	2	0.0%	6.8%
	Jack	22.75	0.0%	2	0.0%	8.8%
	Jones	768.25	0.5%	255	1.0%	33.2%
	Kent	9.75	0.0%	1	0.0%	10.3%
	Knox	18.75	0.0%	6	0.0%	32.0%
	Mitchell	207.75	0.1%	59	0.2%	28.4%
	Montague	51.25	0.0%	4	0.0%	7.8%
	Nolan	48.50	0.0%	8	0.0%	16.5%
Runnels	27.50	0.0%	3	0.0%	10.9%	
Scurry	177.50	0.1%	40	0.1%	22.5%	
Shackelford	21.00	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	148.25	0.1%	45	0.2%	30.4%
	Stonewall	12.00	0.0%	0	0.0%	0.0%
	Taylor	2,061.25	1.4%	454	1.7%	22.0%
	Throckmorton	9.75	0.0%	1	0.0%	10.3%
	Wichita	2,084.50	1.5%	398	1.5%	19.1%
	Wilbarger	873.75	0.6%	234	0.9%	26.8%
	Young	56.50	0.0%	8	0.0%	14.2%
Northwest Region Totals		7,582.00	5.3%	1,721	6.4%	22.7% ^b
South Texas Region	Aransas	98.75	0.1%	15	0.1%	15.2%
	Bee	1,174.50	0.8%	267	1.0%	22.7%
	Brooks	49.25	0.0%	5	0.0%	10.2%
	Cameron	1,644.25	1.2%	284	1.1%	17.3%
	Dimmit	40.75	0.0%	1	0.0%	2.5%
	Duval	163.00	0.1%	23	0.1%	14.1%
	Edwards	12.00	0.0%	2	0.0%	16.7%
	Hidalgo	3,627.50	2.5%	574	2.1%	15.8%
	Jim Hogg	29.75	0.0%	3	0.0%	10.1%
	Jim Wells	143.50	0.1%	19	0.1%	13.2%
	Kinney	22.50	0.0%	7	0.0%	31.1%
	Kleberg	94.75	0.1%	11	0.0%	11.6%
	La Salle	143.00	0.1%	36	0.1%	25.2%
	Live Oak	29.50	0.0%	2	0.0%	6.8%
	Maverick	170.75	0.1%	18	0.1%	10.5%
	McMullen	32.25	0.0%	4	0.0%	12.4%
	Nueces	2,281.75	1.6%	472	1.8%	20.7%
	Real	13.25	0.0%	0	0.0%	0.0%
	Refugio	21.50	0.0%	0	0.0%	0.0%
San Patricio	163.00	0.1%	47	0.2%	28.8%	
Starr	322.00	0.2%	23	0.1%	7.1%	
Uvalde	138.25	0.1%	24	0.1%	17.4%	
Val Verde	177.25	0.1%	27	0.1%	15.2%	
Webb	887.25	0.6%	87	0.3%	9.8%	

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Willacy	53.50	0.0%	5	0.0%	9.3%
	Zapata	42.75	0.0%	2	0.0%	4.7%
	Zavala	51.50	0.0%	5	0.0%	9.7%
South Texas Region Totals		11,628.00	8.1%	1,963	7.3%	16.9% ^b
Southeast Region	Angelina	1,449.75	1.0%	315	1.2%	21.7%
	Hardin	69.75	0.0%	10	0.0%	14.3%
	Houston	486.75	0.3%	107	0.4%	22.0%
	Jasper	279.75	0.2%	65	0.2%	23.2%
	Jefferson	2,183.25	1.5%	661	2.5%	30.3%
	Nacogdoches	233.00	0.2%	31	0.1%	13.3%
	Newton	16.75	0.0%	0	0.0%	0.0%
	Orange	128.00	0.1%	21	0.1%	16.4%
	Polk	689.25	0.5%	253	0.9%	36.7%
	Sabine	32.75	0.0%	6	0.0%	18.3%
	San Augustine	22.25	0.0%	2	0.0%	9.0%
	San Jacinto	37.25	0.0%	6	0.0%	16.1%
	Shelby	47.75	0.0%	2	0.0%	4.2%
	Trinity	31.00	0.0%	4	0.0%	12.9%
Tyler	423.00	0.3%	154	0.6%	36.4%	
Southeast Region Totals		6,130.25	4.3%	1,637	6.1%	26.7% ^b
Upper East Region	Anderson	2,133.25	1.5%	412	1.5%	19.3%
	Bowie	714.00	0.5%	241	0.9%	33.8%
	Camp	16.75	0.0%	1	0.0%	6.0%
	Cass	176.50	0.1%	13	0.0%	7.4%
	Cherokee	1,508.50	1.1%	338	1.3%	22.4%
	Delta	22.00	0.0%	1	0.0%	4.5%
	Franklin	22.50	0.0%	2	0.0%	8.9%
	Gregg	397.25	0.3%	57	0.2%	14.3%
	Harrison	168.75	0.1%	31	0.1%	18.4%
	Henderson	314.50	0.2%	47	0.2%	14.9%
	Hopkins	134.75	0.1%	21	0.1%	15.6%
Lamar	294.50	0.2%	42	0.2%	14.3%	

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Marion	21.50	0.0%	3	0.0%	14.0%
	Morris	43.50	0.0%	4	0.0%	9.2%
	Panola	41.75	0.0%	8	0.0%	19.2%
	Rains	18.25	0.0%	2	0.0%	11.0%
	Red River	32.25	0.0%	3	0.0%	9.3%
	Rusk	135.25	0.1%	42	0.2%	31.1%
	Smith	1,117.25	0.8%	146	0.5%	13.1%
	Titus	151.50	0.1%	28	0.1%	18.5%
	Upshur	66.75	0.0%	16	0.1%	24.0%
	Van Zandt	91.75	0.1%	17	0.1%	18.5%
	Wood	227.25	0.2%	50	0.2%	22.0%
Upper East Region Totals		7,850.25	5.5%	1,525	5.7%	19.4% ^b
Upper Rio Grande Region	Brewster	103.25	0.1%	13	0.0%	12.6%
	Culberson	30.25	0.0%	2	0.0%	6.6%
	El Paso	3,646.25	2.6%	674	2.5%	18.5%
	Hudspeth	35.75	0.0%	6	0.0%	16.8%
	Jeff Davis	41.50	0.0%	8	0.0%	19.3%
	Presidio	61.00	0.0%	7	0.0%	11.5%
Upper Rio Grande Region Totals		3,918.00	2.7%	710	2.7%	18.1% ^b
West Texas Region	Andrews	31.00	0.0%	3	0.0%	9.7%
	Borden	10.25	0.0%	1	0.0%	9.8%
	Coke	11.25	0.0%	2	0.0%	17.8%
	Concho	14.75	0.0%	1	0.0%	6.8%
	Crane	14.00	0.0%	6	0.0%	42.9%
	Crockett	26.75	0.0%	4	0.0%	15.0%
	Dawson	276.50	0.2%	69	0.3%	25.0%
	Ector	346.00	0.2%	65	0.2%	18.8%
	Gaines	26.25	0.0%	7	0.0%	26.7%
	Howard	609.50	0.4%	185	0.7%	30.4%
	Irion	1.00	0.0%	0	0.0%	0.0%
	Kimble	38.25	0.0%	7	0.0%	18.3%
	Martin	17.25	0.0%	1	0.0%	5.8%

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Mason	20.25	0.0%	2	0.0%	9.9%
	McCulloch	38.50	0.0%	2	0.0%	5.2%
	Menard	12.75	0.0%	2	0.0%	15.7%
	Midland	471.75	0.3%	88	0.3%	18.7%
	Pecos	277.50	0.2%	49	0.2%	17.7%
	Reagan	15.25	0.0%	0	0.0%	0.0%
	Reeves	61.25	0.0%	12	0.0%	19.6%
	Schleicher	0.25	0.0%	0	0.0%	0.0%
	Sterling	11.50	0.0%	4	0.0%	34.8%
	Sutton	24.25	0.0%	0	0.0%	0.0%
	Terrell	11.25	0.0%	3	0.0%	26.7%
	Tom Green	1,153.00	0.8%	262	1.0%	22.7%
	Upton	12.75	0.0%	9	0.0%	70.6%
	Ward	46.50	0.0%	5	0.0%	10.8%
	Winkler	16.25	0.0%	0	0.0%	0.0%
West Texas Region Totals		3,595.75	2.5%	789	2.9%	21.9% ^b
Statewide Totals		142,865.00	100.0%	26,752	100.0%	18.7%

^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

Job Classification Series at Large Agencies with Turnover Rates Exceeding 17.0 Percent

As noted in [Chapter 3](#), turnover at these 5 large agencies (those with 1,000 or more employees) comprised 73.9 percent of the total statewide separations (in alphabetical order):

- Department of Criminal Justice.
- Department of Family and Protective Services.
- Department of State Health Services.
- Health and Human Services Commission.
- Juvenile Justice Department.

Within those agencies, multiple job classification series had turnover rates that exceeded 17.0 percent. Figure 17 lists these job classification series from the highest to the lowest turnover rates for each agency.

Figure 17

Job Classification Series with an Average Headcount of 20 or More Employees and Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2023

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Department of Criminal Justice			
Clerk	1,115.25	354	31.7%
Correctional Officer ^a	19,752.00	6,196	31.4%
Health Specialist ^a	20.75	6	28.9%
Parole Officer ^a	1,808.50	516	28.5%
Case Manager ^a	272.50	75	27.5%
Project Manager	22.25	6	27.0%
Attorney ^a	31.25	8	25.6%

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Payroll Specialist	23.50	6	25.5%
Staff Services Officer	22.25	5	22.5%
Programmer ^a	31.75	7	22.0%
Inventory and Store Specialist ^a	466.00	100	21.5%
Training and Development Assistant/Specialist ^a	23.25	5	21.5%
Accountant ^a	177.75	36	20.3%
Chaplain	108.75	22	20.2%
Human Resources Assistant/Specialist ^a	285.50	54	18.9%
Administrative Assistant	1,117.50	209	18.7%
Legal Assistant ^a	32.75	6	18.3%
Purchaser ^a	40.00	7	17.5%
Systems Support Specialist ^a	34.25	6	17.5%
Department of Family and Protective Services			
Administrative Assistant	801.75	328	40.9%
Adult Protective Services Specialist ^a	585.25	193	33.0%
Child Protective Services Specialist ^a	6,138.00	1,980	32.3%
Human Services Technician ^a	637.25	197	30.9%
Human Resources Assistant/Specialist ^a	62.75	19	30.3%
Clerk	81.25	20	24.6%
Legal Secretary ^a	33.25	8	24.1%
Investigator	418.75	88	21.0%
Systems Administrator ^a	78.75	16	20.3%
Department of State Health Services			
Customer Service Representative	114.25	49	42.9%
Research Specialist ^a	47.00	19	40.4%
Laboratory Technician ^a	21.25	7	32.9%
Licensed Vocational Nurse ^a	31.00	10	32.3%
Human Services Specialist	38.25	11	28.8%

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Financial Analyst	35.50	10	28.2%
Health Informatics Specialist	30.25	8	26.4%
Molecular Biologist	67.50	16	23.7%
Nurse ^a	52.00	12	23.1%
Inspector	116.25	25	21.5%
Program Specialist	649.50	139	21.4%
Staff Services Officer	53.75	11	20.5%
Administrative Assistant	180.50	35	19.4%
Public Health Nurse ^a	115.75	22	19.0%
Information Specialist ^a	26.50	5	18.9%
Grant Specialist ^a	21.75	4	18.4%
Health Physicist	51.50	9	17.5%
Contract Specialist ^a	69.50	12	17.3%
Health and Human Services Commission			
Food Service Worker ^a	501.50	204	40.7%
Direct Support Professional ^a	4,947.50	1,984	40.1%
Laundry/Sewing Room Worker ^a	77.75	30	38.6%
Human Services Technician ^a	31.50	12	38.1%
Psychiatric Nursing Assistant ^a	2,465.50	921	37.4%
Rehabilitation Teacher	68.75	22	32.0%
Custodian ^a	583.00	175	30.0%
Vehicle Driver ^a	192.50	56	29.1%
Human Services Specialist	634.25	183	28.9%
Receptionist	60.25	17	28.2%
Dental Hygienist	22.75	6	26.4%
Security Officer ^a	459.25	118	25.7%
Cook ^a	223.25	57	25.5%
Customer Service Representative	47.00	12	25.5%
Protective Services Intake Specialist	20.00	5	25.0%
Clerk	1,451.00	332	22.9%

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Orthopedic Equipment Technician ^a	32.00	7	21.9%
Groundskeeper ^a	55.75	12	21.5%
Purchaser ^a	93.25	20	21.4%
Licensed Vocational Nurse ^a	826.00	175	21.2%
Health Specialist ^a	194.75	40	20.5%
Texas Works Advisor	6,049.50	1,221	20.2%
Dental Assistant ^a	20.00	4	20.0%
Psychiatrist	116.00	23	19.8%
Inventory and Store Specialist ^a	128.75	25	19.4%
Maintenance Specialist ^a	369.25	71	19.2%
Safety Officer ^a	52.00	10	19.2%
Social Worker ^a	161.25	30	18.6%
Executive Assistant	32.25	6	18.6%
Laboratory Technician ^a	22.00	4	18.2%
Inspector	766.75	139	18.1%
Auditor ^a	67.00	12	17.9%
License and Permit Specialist	56.25	10	17.8%
Dietetic and Nutrition Specialist ^a	57.00	10	17.5%
Investigator	500.50	87	17.4%
Rehabilitation Therapy Technician	903.50	156	17.3%
Behavior Analyst	64.00	11	17.2%
Information Specialist ^a	41.00	7	17.1%
Juvenile Justice Department			
Juvenile Correctional Officer ^a	992.25	717	72.3%
Administrative Assistant	46.75	18	38.5%
Case Manager ^a	85.25	27	31.7%
Cook ^a	48.50	15	30.9%
Investigator	50.50	14	27.7%
Maintenance Specialist ^a	37.75	10	26.5%
Parole Officer ^a	34.25	9	26.3%

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Dorm Supervisor ^a	44.00	11	25.0%
Clerk	37.50	9	24.0%
Security Officer ^a	54.00	12	22.2%
Program Specialist	102.75	22	21.4%
^a The 88th Legislature reallocated these job classification series to higher salary groups effective September 1, 2023.			

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

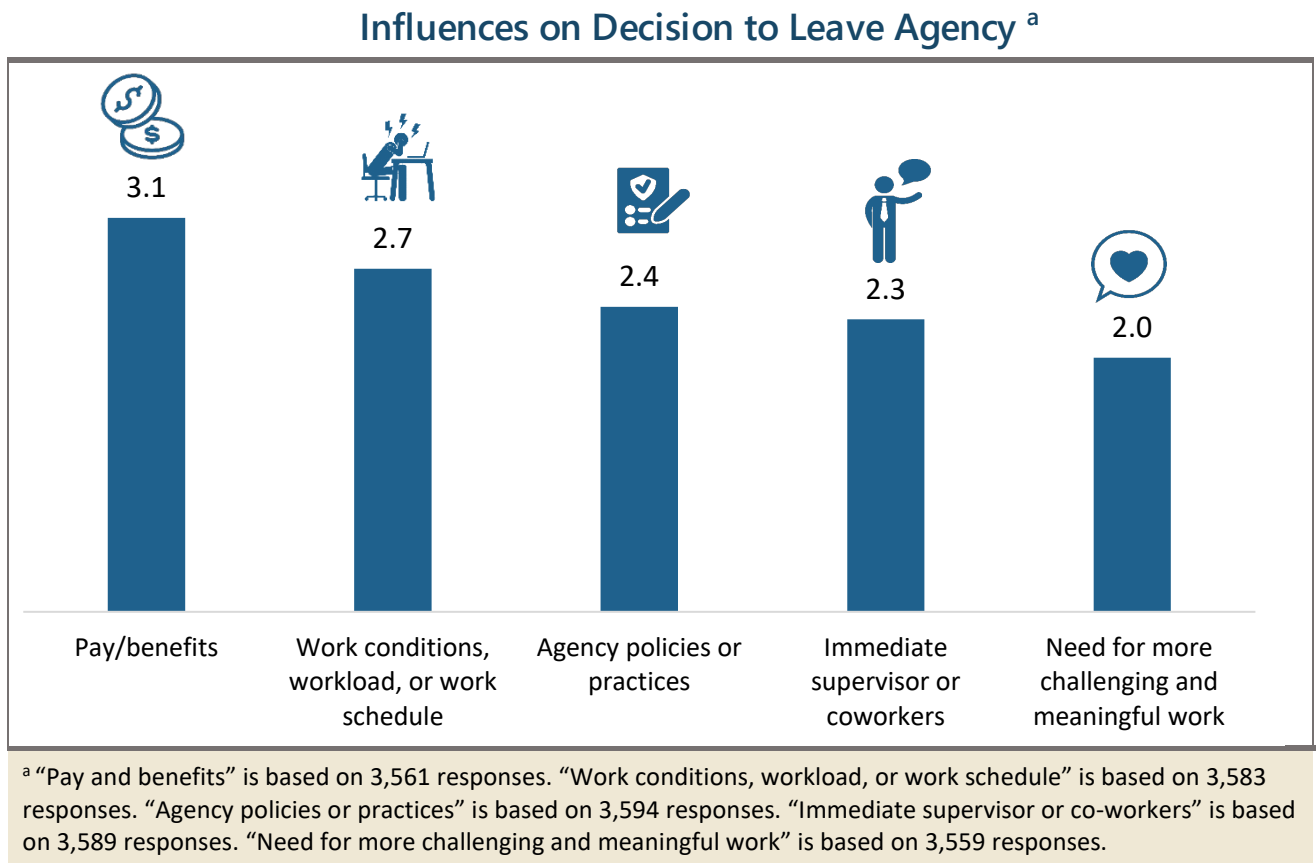
Appendix 7

Overall Exit Survey Results

Figure 18 through Figure 22 show the aggregate results from 3,716 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, 2022, and August 31, 2023.

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 18 shows the average ratings given for each factor. Pay and benefits was ranked as the greatest influence.

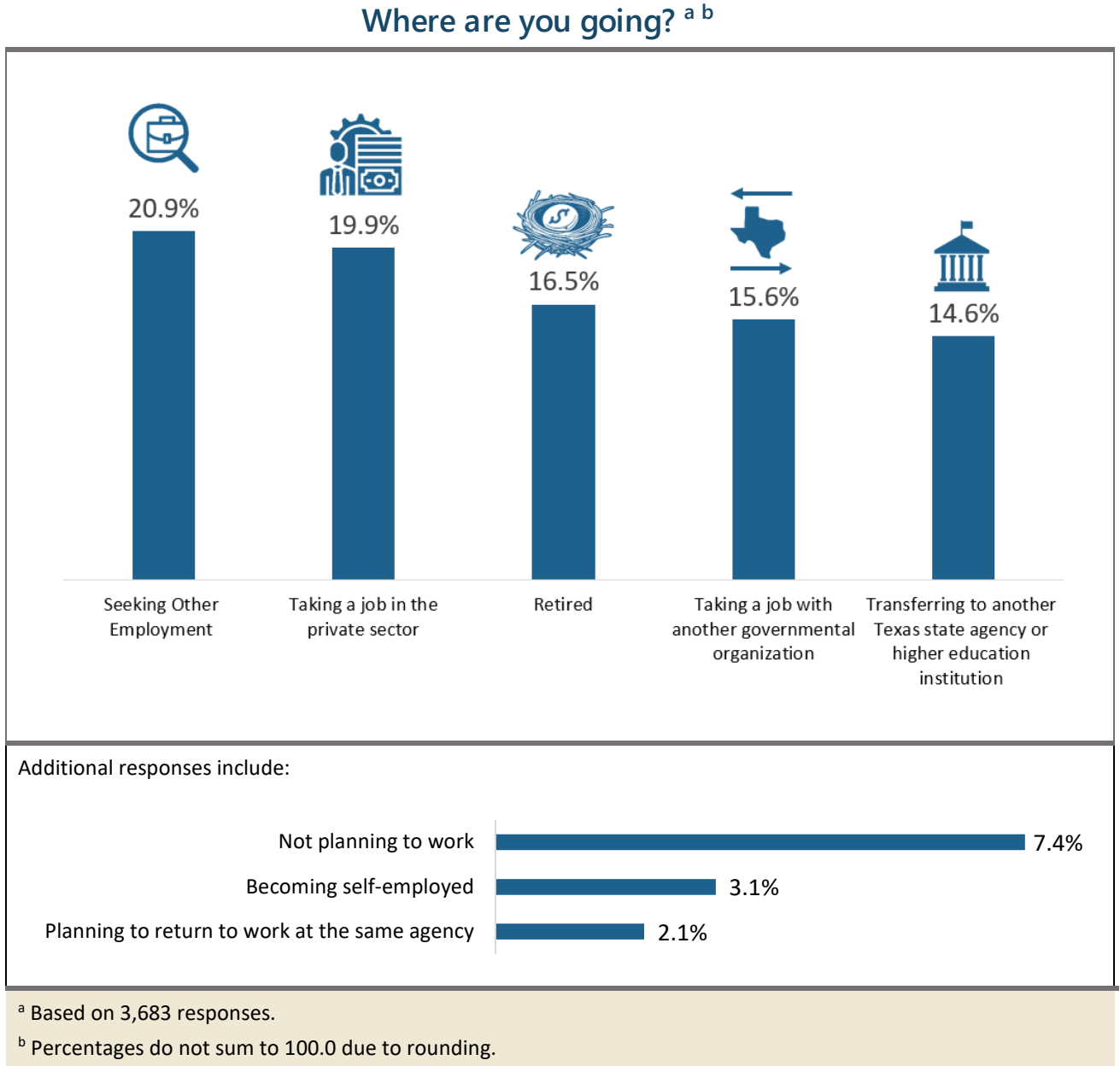
Figure 18



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

Figure 19 indicates the types of workplaces, if any, that separating employees reported as their destinations.

Figure 19

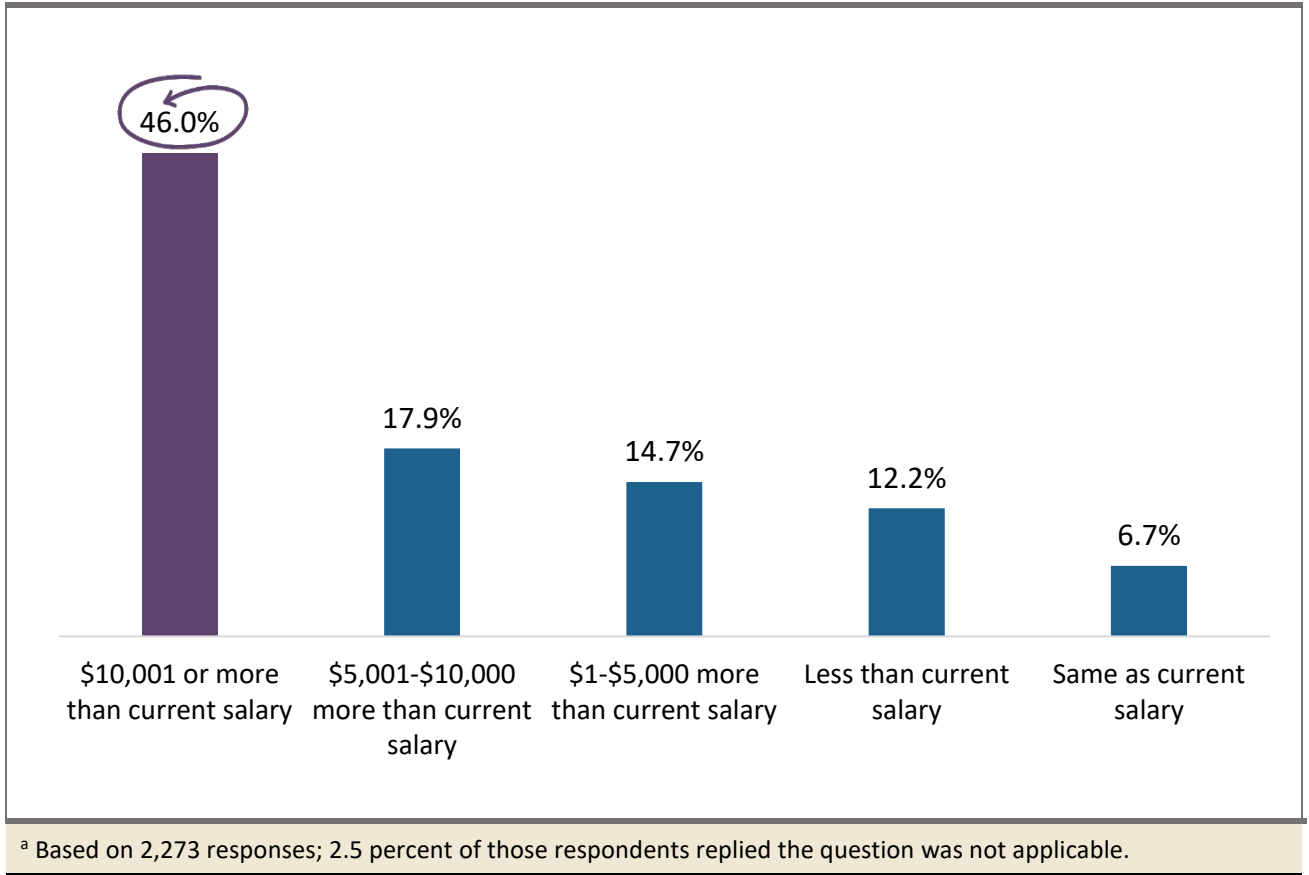


Source: The State Auditor’s Office’s State of Texas Employment Exit Survey.

Figure 20 illustrates the differences between new and current annual salaries reported by separating employees.

Figure 20

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

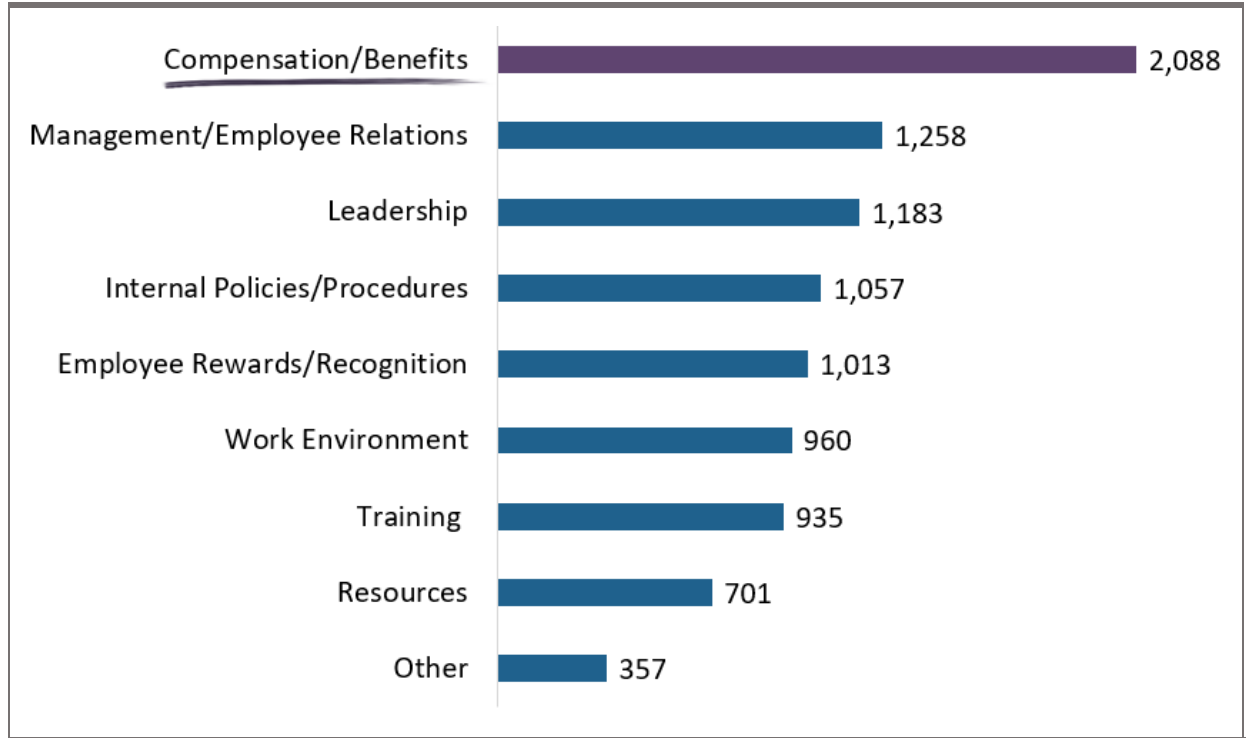


Source: The State Auditor’s Office’s State of Texas Employment Exit Survey.

Figure 21 indicates the types of changes employees would like to see in their agency.

Figure 21

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.

Figure 22 shows the top three reasons for leaving employment cited in the exit surveys by employees at the five largest agencies (listed alphabetically). These agencies make up approximately 74.0 percent of the State’s classified workforce.

Figure 22

Top Three Reasons for Leaving Employment at the Five Largest State Agencies in Fiscal Year 2023

Agency	1st Most Cited Reason	2nd Most Cited Reason	3rd Most Cited Reason
Department of Criminal Justice	Better pay/benefits	Poor working conditions/ environment	Retired
Department of Family and Protective Services	Poor working conditions/ environment	Better pay/benefits	Retired
Department of Public Safety	Retired	Better pay/benefits	Personal or family health
Department of Transportation	Better pay/benefits	Retired	Enter/return/ complete school
Health and Human Services Commission	Retired	Poor working conditions/ environment	Better pay/benefits

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



Copies of this report have been distributed to the following:

Legislative Audit Committee

The Honorable Dan Patrick, Lieutenant Governor, Joint Chair

The Honorable Dade Phelan, Speaker of the House, Joint Chair

The Honorable Joan Huffman, Senate Finance Committee

The Honorable Robert Nichols, Member, Texas Senate

The Honorable Greg Bonnen, House Appropriations Committee

The Honorable Morgan Meyer, House Ways and Means Committee

Office of the Governor

The Honorable Greg Abbott, Governor

Legislative Budget Board

Mr. Jerry McGinty, Director



This document is not copyrighted. Readers may make additional copies of this report as needed. In addition, most State Auditor's Office reports may be downloaded from our website: <https://sao.texas.gov>.

In compliance with the Americans with Disabilities Act, this document may also be requested in alternative formats. To do so, contact our report request line at (512) 936-9500 (Voice), (512) 936-9400 (FAX), 1-800-RELAY-TX (TDD); or visit the Robert E. Johnson Building, 1501 North Congress Avenue, Suite 4.224, Austin, Texas 78701.

The State Auditor's Office is an equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, national origin, age, or disability in employment or in the provision of services, programs, or activities.

To report waste, fraud, or abuse in state government, visit <https://sao.fraud.texas.gov>.