



An Annual Report on

Classified Employee Turnover for Fiscal Year 2025

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

The statewide turnover rate for classified, regular full- and part-time employees for fiscal year 2025 was 15.4 percent, down from 16.5 percent the previous fiscal year. The statewide turnover rate is based on a total of 23,172 voluntary and involuntary separations.

Voluntary separations accounted for the majority (74.0 percent) of the State’s total separations.

- [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

Statewide turnover rate for fiscal year 2025 is at a 15-year low.

Voluntary separations **decreased** in fiscal year 2025 compared with fiscal year 2024, although retirements increased.

This reduction in voluntary separations may be a result, in part, of the salary increases approved by the 88th Legislature.

[Chapter 1 | p. 4](#)

KEY TURNOVER INFORMATION

- In fiscal year 2025, turnover rates decreased for Salary Schedules A and B.
- Five occupational categories had turnover rates higher than the statewide average of 15.4 percent.
- Turnover remained the highest for Article V (Public Safety and Criminal Justice) and Article II (Health and Human Services) agencies.

[Chapter 2 | p. 8](#)

TURNOVER RATES FOR SELECTED STATE AGENCIES

The turnover rate decreased in fiscal year 2025 for the majority of large agencies.

Thirteen state agencies exceeded 17.0 percent turnover in fiscal year 2025.

[Chapter 3 | p. 17](#)

EXIT SURVEY RESULTS

In exit surveys completed during fiscal year 2025, the top three reasons that employees cited for leaving state employment were (1) to retire, (2) for better pay/benefits, and (3) because of poor working conditions/ environment.

[Chapter 4 | p. 23](#)

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 2025 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. In fiscal year 2026, the State Auditor’s Office implemented a new exit survey online system to more effectively capture the reasons employees leave state employment and to enhance user experience and functionality. These updates will be reflected in the fiscal year 2026 turnover report. 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 2025 was 15.4 percent, down from 16.5 percent the previous year. This rate is based on a total of 23,172 voluntary and involuntary separations, excluding interagency transfers (see text box), and a statewide average headcount of 150,863.25.

The statewide turnover rate is at a 15-year low.

The fiscal year 2025 turnover rate of 15.4 percent is the lowest rate since fiscal year 2010, when the turnover rate was 14.6 percent (see Figure 1 on the next page).

This decline may be partially attributed to employee pay increases approved by the 88th Legislature and the additional salary increases implemented by individual state agencies. In addition, the 88th Legislature approved reallocations¹ for over 500 job classifications. These actions helped to improve the market competitiveness of the State's Position Classification Plan.

Statewide Interagency Transfers

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

When including interagency transfers, the statewide turnover rate was 16.3 percent in fiscal year 2025, down from the 17.6 percent turnover rate in fiscal year 2024.

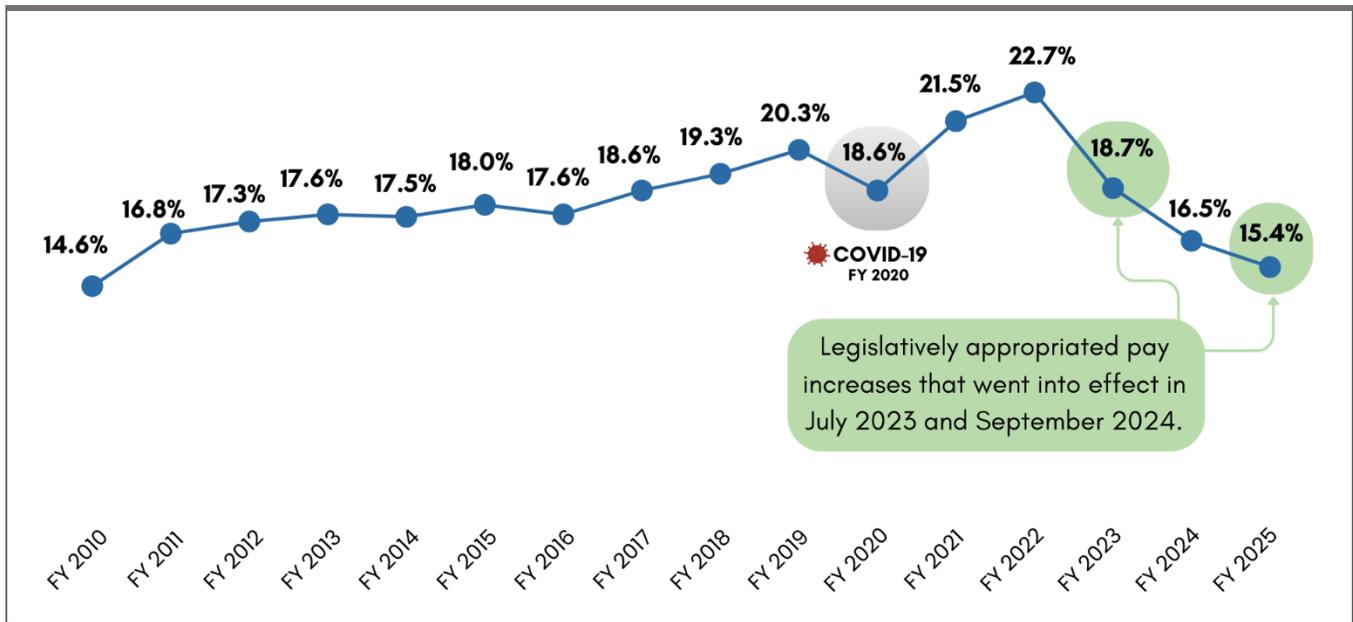
Salary Increases Approved by the 88th Legislature

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 received an additional increase of 5.0 percent (or \$3,000 minimum) in fiscal year 2025.

¹ A reallocation occurs when a job classification moves to a different salary group. Those referenced moved to a higher salary group.

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 2010 to 2024](#).

Voluntary separations decreased in fiscal year 2025 compared with fiscal year 2024, although retirements increased.

Voluntary separations occur when an employee leaves state employment of his or her own accord, including employees who retire. In fiscal year 2025, voluntary separations accounted for the majority (74.0 percent) of the State’s total separations. However, compared to fiscal year 2024, there were 1,477 fewer voluntary separations.

Although voluntary separations decreased in fiscal year 2025 compared with fiscal year 2024, the number of employees who retired increased. In fiscal year 2025, separation due to retirements accounted for 19.7 percent of voluntary separations, up from 15.1 percent in fiscal year 2024.

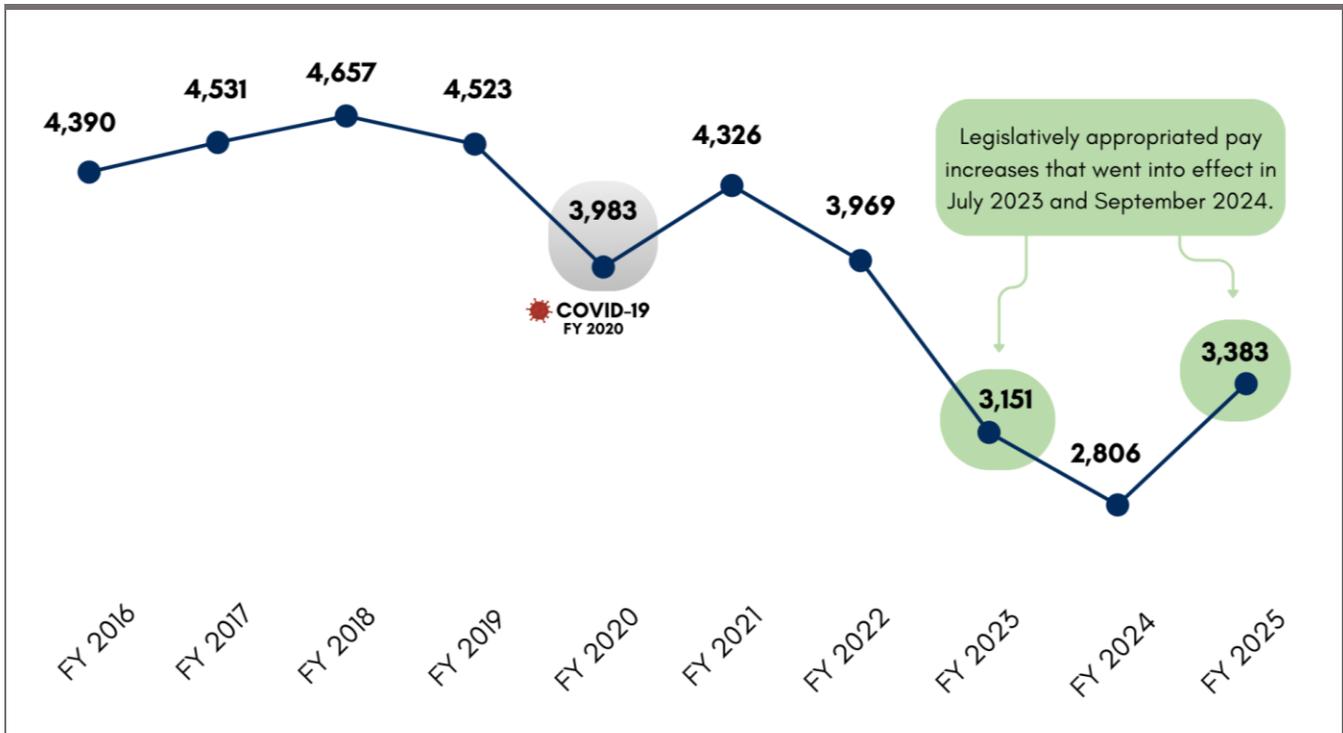
This increase may be partially attributed to some employees having delayed retirement in recent fiscal years in order to benefit from the salary increases approved by the 88th Legislature. The state may continue to see an increase in

retirements in the upcoming fiscal years from additional employees who initially delayed retirement. For example, upon retirement, employees belonging to Group 1 in the Employees Retirement System receive annuity payments based on their highest 36 months of salary.

Figure 2 illustrates the retirement trend over the past 10 fiscal years.

Figure 2

10-Year Retirement Trend



Sources: The State Auditor’s Office’s Electronic Classification Analysis System and State Auditor’s Office’s [turnover reports from fiscal years 2016 to 2024](#).

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

Involuntary separations increased in fiscal year 2025 compared with fiscal year 2024.

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 2025, involuntary separations accounted for 26.0 percent of the State’s total separations.

Figure 3 compares statewide voluntary and involuntary separations for fiscal years 2024 and 2025. (See [Appendix 2](#) for a summary of the types of state employee separations for fiscal years 2021 through 2025 and [Chapter 4](#) for the top reasons selected in exit surveys given to individuals separating from state employment.)

Figure 3

Voluntary and Involuntary Employee Separations for Fiscal Years 2024 and 2025

Separation Type	Fiscal Year 2024	Fiscal Year 2025	Percent Change
Voluntary Separation (not including those who retired)	15,813	13,759	-13.0%
Retired	2,806	3,383	20.6%
Total Statewide Voluntary Separations	18,619	17,142	-7.9%
Dismissal for Cause	3,481	3,709	6.5%
Resignation in Lieu of Involuntary Separation	1,740	1,666	-4.3%
Termination at Will	282	333	18.1%
Death	249	256	2.8%
Reduction in Force ^a	49	66	34.7%
Total Statewide Involuntary Separations	5,801	6,030	3.9%
Total Separations	24,420	23,172	-5.1%
Total Average Statewide Headcount	148,074.00	150,863.25	1.9%
^a The increase in the Reduction in Force category was due, in part, to a loss of federal funding for certain programs, according to two of the agencies impacted.			

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

Chapter 2

Key Turnover Information

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

In general, the turnover rates presented in this chapter have decreased since fiscal years 2023 and 2024. These declines may be partially attributed to the pay increases the 88th Legislature enacted.

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

Additional turnover data is available via an [interactive dashboard](#).



Turnover by Salary Schedule

Turnover rates for both Salary Schedule A and Salary Schedule B decreased for fiscal year 2025.

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

Salary Schedule B comprises most of the State’s workforce, with an average statewide headcount of 87,272.00, or 57.8 percent.

Salary Schedule A comprises 38.3 percent of the State’s workforce, while Salary Schedule C is made up of the remaining 3.9 percent.

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

Classified Salary Schedules

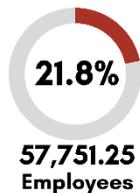
Salary Schedule A: administrative support, maintenance, technical, and paraprofessional positions (for example, Administrative Assistants and Electricians).

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

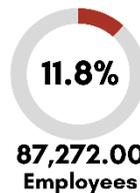
Salary Schedule C: commissioned law enforcement positions (for example, Game Wardens and Troopers).

Figure 4

Turnover Rates by Salary Schedule



Salary Schedule A. While the turnover rate of 21.8 percent for Salary Schedule A was the highest among the three salary schedules, this rate **decreased** compared to both the fiscal year 2024 rate of 23.6 percent and the fiscal year 2023 rate of 26.9 percent.



Salary Schedule B. Salary Schedule B’s turnover rate was 11.8 percent in fiscal year 2025, which was a **decrease** from both the fiscal year 2024 turnover rate of 12.5 percent and the fiscal year 2023 turnover rate of 14.1 percent.



Salary Schedule C. Salary Schedule C’s turnover **increased** from 5.3 percent in fiscal year 2024 to 5.5 percent in fiscal year 2025, which can be mainly attributed to an increase in retirements. However, this rate **decreased** when compared to the fiscal year 2023 rate of 5.8 percent.

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



Turnover by Occupational Category and Job Classification Series

Five occupational categories had turnover rates higher than the statewide average of 15.4 percent.

In fiscal year 2025, 5 of the 26 occupational categories in the State’s Position Classification Plan (Plan) had turnover rates higher than the statewide turnover rate of 15.4 percent (see text box for information about occupational categories).

These five occupational categories were Criminal Justice, Social Services, Medical and Health, Custodial, and Insurance (see Figure 5). Combined, they accounted for almost half (45.4 percent) of the State’s classified workforce and 63.3 percent of the State’s separations in fiscal year 2025.

Occupational Category

An occupational category is a broad series of job families characterized by the nature of work performed. For fiscal year 2025, the State’s Position Classification Plan covered 26 occupational categories (for example, Social Services, Medical and Health, and Criminal Justice).



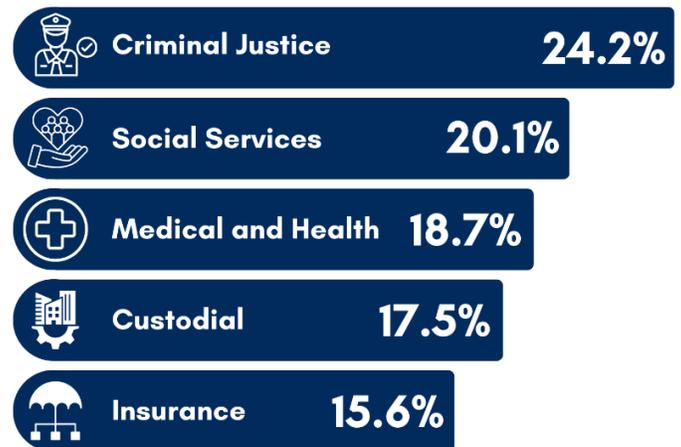
Criminal Justice

At 24.2 percent, this category had the highest turnover rate of all the occupational categories in fiscal year 2025. However, this is a **decrease** from the fiscal year 2024 turnover rate of 26.1 percent and a further **decrease** from the fiscal year 2023 turnover rate of 29.6 percent.

The category’s turnover rate can be partially attributed to the following job classification series:

- Juvenile Correctional Officer.** This job classification series had a 66.8-percent turnover rate in fiscal year 2025. Although this job classification series continues to have one of the highest turnover rates compared to other job classification series in the Plan, the turnover rate has improved since both fiscal year 2024, when the turnover rate was 69.9 percent, and fiscal year 2023, when the turnover rate was 71.8 percent.

Figure 5



- **Correctional Officer.**² This job classification series had a 24.9-percent turnover rate in fiscal year 2025. This is a decrease from the fiscal year 2024 turnover rate of 26.7 percent and the fiscal year 2023 turnover rate of 30.9 percent.

Combined, those two job classification series accounted for 90.1 percent of the total separations within this category.



Social Services

This category had a turnover rate of 20.1 percent, which is a **decrease** from both the fiscal year 2024 turnover rate of 24.1 percent and the fiscal year 2023 turnover rate of 25.6 percent.

The category's turnover rate can be partially attributed to the following job classification series:

- **Direct Support Professional.** This job classification series had a 32.9-percent turnover rate in fiscal year 2025. This is a decrease from both the fiscal year 2024 turnover rate of 37.2 percent and the fiscal year 2023 turnover rate of 39.5 percent.
- **Child Protective Services Specialist.** This job classification series had a 27.1-percent turnover rate in fiscal year 2025. This is a decrease from both the fiscal year 2024 turnover rate of 35.5 percent and the fiscal year 2023 turnover rate of 31.1 percent.

Combined, those two job classification series accounted for 61.0 percent of the total separations within this category.



Medical and Health

This category had a turnover rate of 18.7 percent, which is a **decrease** from the fiscal year 2024 turnover rate of 19.5 percent, but an **increase** over the fiscal year 2023 turnover rate of 16.2 percent.

The category's turnover rate can be partially attributed to the following job classification series:

- **Psychiatric Nursing Assistant.** This job classification series had a 25.0-percent turnover rate in fiscal year 2025. This is a decrease from the fiscal year 2024 turnover rate of 29.3 percent and is a significant

² This job classification series does not include employees and separations from the Senior Correctional Officer job classification series (Sergeant, Lieutenant, Captain, and Major).

improvement compared to the fiscal year 2023 turnover rate of 37.1 percent.

- **Licensed Vocational Nurse.** This job classification series had a 22.5-percent turnover rate in fiscal year 2025. This is an increase from the fiscal year 2024 turnover rate of 19.4 percent and is also slightly higher than the fiscal year 2023 turnover rate of 21.2 percent.

Combined, those two job classification series accounted for 56.6 percent of the total separations within this category.



Custodial

This category had a turnover rate of 17.5 percent, which is a **decrease** from both the fiscal year 2024 turnover rate of 18.2 percent and the fiscal year 2023 turnover rate of 22.7 percent.

The category's turnover rate can be partially attributed to the following job classification series:

- **Food Service Worker.** This job classification series had a 29.6-percent turnover rate in fiscal year 2025. This is a decrease from the fiscal year 2024 turnover rate of 32.0 percent and is a significant improvement compared to the fiscal year 2023 turnover rate of 40.3 percent.
- **Custodian.** This job classification series had a 21.5-percent turnover rate in fiscal year 2025. This is a slight increase from the fiscal year 2024 turnover rate of 20.0 percent but is lower than the fiscal year 2023 turnover rate of 27.9 percent.

Combined, those two job classification series accounted for 55.7 percent of the total separations within this category.



Insurance

This category had a turnover rate of 15.6 percent, which is a **decrease** from fiscal year 2024, when the turnover rate was 16.3 percent and down from fiscal year 2023 when the turnover rate was 16.5 percent.

The category's turnover rate can be partially attributed to the following job classification series:

- **Insurance Specialist.** This job classification series had a 23.4-percent turnover rate in fiscal year 2025. This is a significant increase from both the fiscal year 2024 turnover rate of 10.7 percent and the fiscal year 2023 turnover rate of 16.0 percent. The increase in turnover for fiscal

year 2025 compared to fiscal year 2024 was due to retirements and involuntary separations.

This job classification series accounted for 28.4 percent of the total separations within this category.

It is important to note that the 89th Legislature reallocated (moved to higher salary groups) the job classification series listed above, with the exception of Food Service Worker, Custodian, and Insurance Specialist, effective September 1, 2025.

See [Appendix 4](#) for turnover rates for all occupational categories and job classification series, including the additional job classification series with turnover rates exceeding the statewide turnover rate of 15.4 percent that are not discussed above.



Turnover by Region

All regions except Capital and High Plains experienced a decrease in turnover rates in fiscal year 2025 when compared to fiscal year 2024.

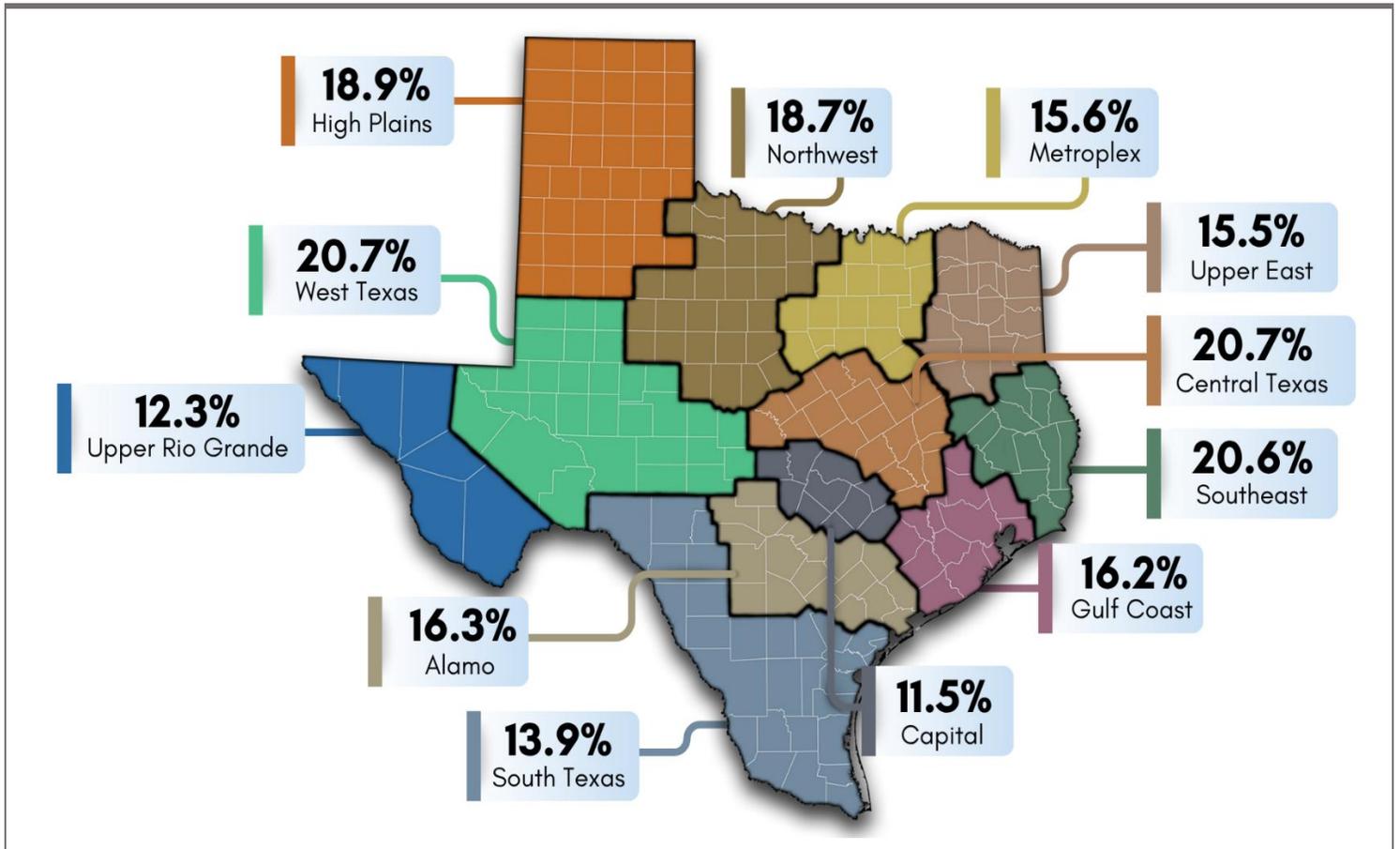
The two regions with the largest state employee populations were the Capital and Gulf Coast regions, which had turnover rates of 11.5 percent and 16.2 percent, respectively. Combined, these two regions accounted for 44.2 percent of the statewide total headcount and 38.1 percent of the State's total separations.

Figure 6 on the next page provides both the turnover rate and headcount for each region.

Additional turnover and headcount information for regions and for each county are available via an [interactive dashboard](#).

Figure 6

Employee Turnover Rate by Region



Fiscal Year 2025 Average Annual Headcount

Region	Headcount	Region	Headcount	Region	Headcount	Region	Headcount
Alamo	10,611.25	Gulf Coast	24,345.25	Northwest	8,040.50	Upper East	8,367.50
Capital	42,355.50	High Plains	6,567.25	South Texas	12,102.50	Upper Rio Grande	4,062.50
Central Texas	10,114.75	Metroplex	14,231.25	Southeast	6,327.25	West Texas	3,737.75

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 (78.9 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 18.0 percent, which was the highest turnover rate among all articles in fiscal year 2025; however, this was a **decrease** from the fiscal year 2024 turnover rate of 19.2 percent and a further **decrease** from the fiscal year 2023 turnover rate of 22.0 percent.

Article II (Health and Human Services). This article had the second-highest turnover rate at 16.9 percent in fiscal year 2025; however, this was also a **decrease** from fiscal year 2024, when the turnover rate was 19.0 percent, and a further **decrease** from fiscal year 2023, when the turnover rate was 21.0 percent.

Additionally, one other article experienced a decrease in turnover: Article I (General Government).

Four articles experienced an increase in turnover, as shown in Figure 7 on the next page: Article III (Education), Article IV (Judiciary), Article VI (Natural Resources), and Article VIII (Regulatory). The turnover rate for Article VII (Business & Economic Development) remained at the fiscal year 2024 rate of 11.0 percent.

General Appropriations Articles

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

Article I – General Government

Article II – Health & Human Services

Article III – Education

Article IV – Judiciary

Article V – Public Safety & Criminal Justice

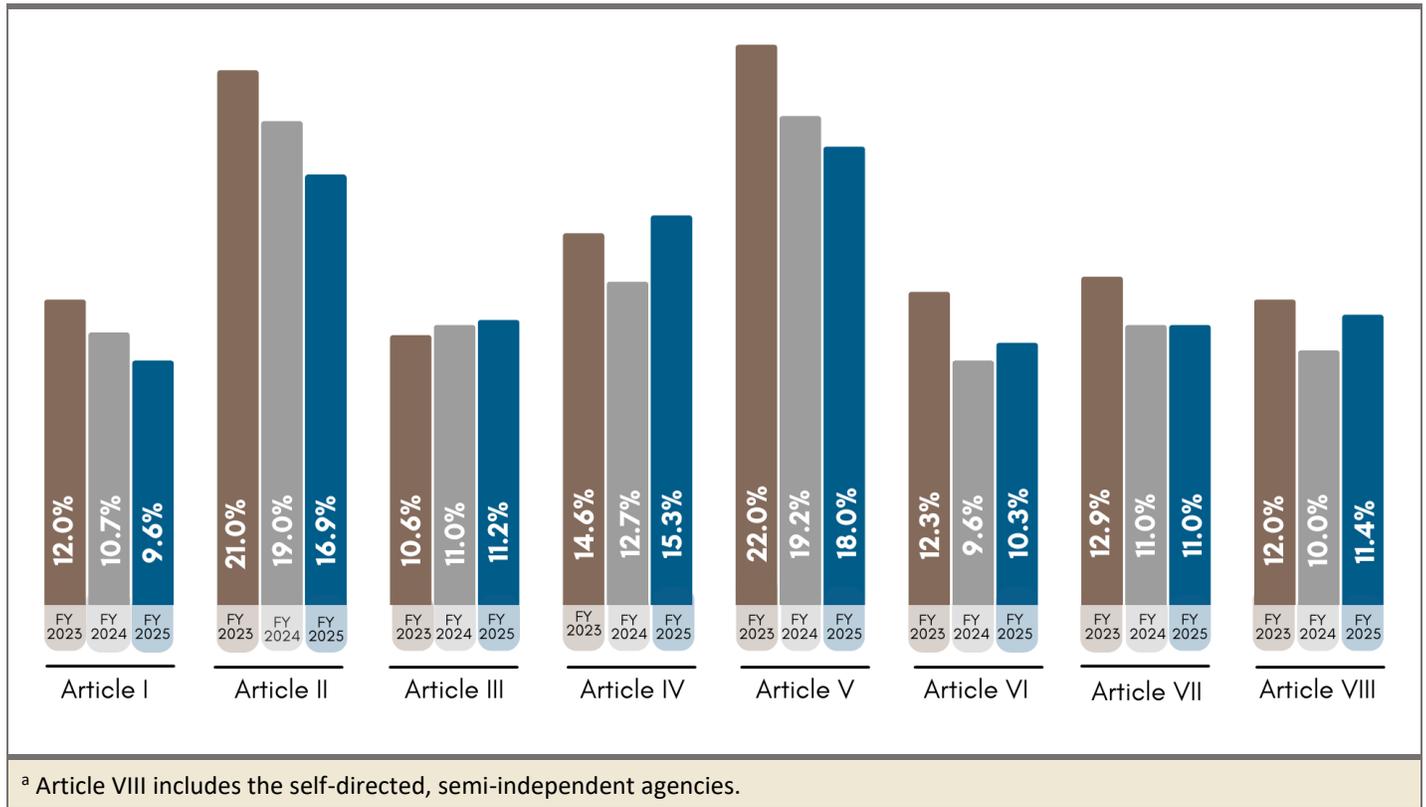
Article VI – Natural Resources

Article VII – Business & Economic Development

Article VIII – Regulatory (To capture classified employee 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 2025 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 interagency 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 1,377 employees transferred to another state agency or higher education institution in fiscal year 2025. When including interagency transfers, the statewide turnover rate was 16.3 percent in fiscal year 2025.

The turnover rate decreased in fiscal year 2025 for the majority of large agencies.

All but five of the large agencies saw a decrease in fiscal year 2025 turnover when compared to fiscal year 2024, as shown in Figure 8 on the next page, which lists the agencies in order of fiscal year 2025 turnover rate, from highest to lowest.

The largest state agency, Health and Human Services Commission, had a turnover rate of 17.4 percent in fiscal year 2025, a decrease from 18.5 percent in fiscal year 2024. The second-largest agency, the Department of Criminal Justice, had a turnover rate of 20.6 percent in fiscal year 2025, a decrease from 22.5 percent in fiscal year 2024. Despite these decreases, these two agencies still faced some of the highest turnover rates among large state agencies.

The following four large agencies had the highest turnover rates: Juvenile Justice Department, Department of Criminal Justice, Department of Family and Protective Services, and Health and Human Services Commission.

Turnover at these 4 large agencies comprised 70.8 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 5](#) 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 2024	Fiscal Year 2025	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2024	Fiscal Year 2025
Juvenile Justice Department	44.2%	43.2%	1,998.75	2,094.75	884	905
Department of Criminal Justice	22.5%	20.6%	34,223.00	35,471.75	7,689	7,298
Department of Family and Protective Services	27.3%	19.6%	12,572.50	12,265.25	3,438	2,409
Health and Human Services Commission	18.5%	17.4%	38,571.00	38,971.75	7,134	6,764
Department of Insurance	12.2%	14.1%	1,274.50	1,271.75	156	179
Department of State Health Services	13.4%	14.0%	3,784.75	3,849.00	508	538
Texas Workforce Commission	14.0%	12.7%	4,777.50	4,783.75	669	609
Texas Education Agency	9.4%	11.5%	1,232.25	1,244.25	116	143
Parks and Wildlife Department	10.8%	11.1%	3,123.50	3,238.25	338	360
Department of Transportation	10.9%	10.8%	13,423.00	13,476.00	1,457	1,454
Commission on Environmental Quality	9.8%	10.6%	2,925.25	3,024.25	288	321
Railroad Commission	11.1%	10.3%	1,037.75	1,072.75	115	110
Office of the Attorney General	10.9%	10.1%	4,032.00	4,082.75	440	413
Office of Comptroller of Public Accounts	10.8%	9.2%	2,803.75	2,951.50	304	273
Department of Public Safety	7.7%	7.3%	10,677.25	11,070.50	824	813

^a Fiscal year 2024 is based on a statewide total average headcount of 148,074.00; fiscal year 2025 is based on a statewide total average headcount of 150,863.25.

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

A total of 13 state agencies exceeded 17.0 percent turnover in fiscal year 2025.

Excluding agencies that had fewer than 50 employees and the Texas Lottery Commission³, 13 state agencies had turnover rates that exceeded 17.0 percent in fiscal year 2025 (see text box), down from 17 agencies in fiscal year 2024.

The following 9 agencies had turnover rates that exceeded 17.0 percent in both fiscal years 2024 and 2025:

- Court of Criminal Appeals.
- Department of Criminal Justice.
- Department of Family and Protective Services.
- Health and Human Services Commission.
- Juvenile Justice Department.
- Office of the Governor.
- Preservation Board.
- Supreme Court of Texas.
- Texas State Board of Dental Examiners.

Figure 9 on the next page lists the 13 state agencies in order of turnover rate, from highest to lowest, along with applicable job classification series that also exceeded 17.0 percent turnover.

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 2025; 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.

³ Senate Bill 3070 (89th Legislature, Regular Session) abolished the Texas Lottery Commission and transferred the administration of the state lottery and the licensing and regulation of charitable bingo to the Department of Licensing and Regulation.

Figure 9

Agencies With Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2025
(Excludes agencies with fewer than 50 employees)

Agency	Average Headcount	Agency Number of Separations	Agency Turnover Rate	Applicable Job Classification Series ^a	Average Headcount	Number of Separations	Turnover Rate
644 - Juvenile Justice Department ^b	2,094.75	905	43.2%	Juvenile Correctional Officer ^d	995.75	669	67.2%
				Cook	52.75	27	51.2%
				Maintenance Specialist ^d	38.00	18	47.4%
				Case Manager ^d	90.00	28	31.1%
				Security Officer ^d	48.50	15	30.9%
				Director	42.75	10	23.4%
				Administrative Assistant	44.00	9	20.5%
				Health Specialist	43.75	8	18.3%
				Clerk	39.25	7	17.8%
201 - Supreme Court of Texas ^{bc}	74.00	30	40.5%	Court Law Clerk	21.75	19	87.4%
504 - State Board of Dental Examiners ^b	53.25	15	28.2%	Not applicable. ^e			
211 - Court of Criminal Appeals ^b	57.00	14	24.6%	Not applicable. ^e			
448 - Office of Injured Employee Counsel	149.75	35	23.4%	Ombudsman	81.50	24	29.4%
				Customer Service Representative	32.25	7	21.7%
479 - State Office of Risk Management	106.75	22	20.6%	Not applicable. ^e			
696 - Department of Criminal Justice ^b	35,471.75	7,298	20.6%	Correctional Officer ^d	21,827.25	5,484	25.1%
				Clerk	78.00	18	23.1%
				Purchaser	41.75	8	19.2%
				Equipment Operator	94.00	18	19.1%
				Human Services Specialist	26.50	5	18.9%
				Parole Officer	1,743.75	300	17.2%

Agency	Average Headcount	Agency Number of Separations	Agency Turnover Rate	Applicable Job Classification Series ^a	Average Headcount	Number of Separations	Turnover Rate
530 - Department of Family and Protective Services ^b	12,265.25	2,409	19.6%	Child Protective Services Specialist ^d	5,589.75	1,552	27.8%
				Adult Protective Services Specialist ^d	598.00	154	25.8%
				Administrative Assistant	751.75	146	19.4%
				Human Services Technician	578.75	104	18.0%
301 - Office of the Governor ^b	178.00	34	19.1%	Program Specialist	28.25	9	31.9%
401 - Texas Military Department	579.00	107	18.5%	Resident Specialist ^d	22.25	14	62.9%
				Security Officer ^d	67.00	23	34.3%
809 - Preservation Board ^b	256.00	46	18.0%	Customer Service Representative	84.25	29	34.4%
529 - Health and Human Services Commission ^b	38,971.75	6,764	17.4%	Protective Services Intake Specialist ^d	23.00	10	43.5%
				Direct Support Professional ^d	5,538.50	1,861	33.6%
				Food Service Worker	544.75	164	30.1%
				Psychiatric Nursing Assistant ^d	2,860.00	722	25.2%
				Psychologist	33.00	8	24.2%
				Laundry/Sewing Room Worker	85.25	20	23.5%
				Licensed Vocational Nurse ^d	986.00	227	23.0%
				Custodian	612.25	141	23.0%
				Cybersecurity Analyst	31.25	7	22.4%
				Internal Auditor ^d	22.75	5	22.0%
				HVAC Mechanic	37.50	8	21.3%

Agency	Average Headcount	Agency Number of Separations	Agency Turnover Rate	Applicable Job Classification Series ^a	Average Headcount	Number of Separations	Turnover Rate
551 - Department of Agriculture	686.75	118	17.2%	Dentist	23.75	5	21.1%
				Human Services Specialist	676.00	142	21.0%
				Clerk	1,392.25	285	20.5%
				Financial Examiner	55.25	11	19.9%
				Cook	236.25	46	19.5%
				Chaplain	21.25	4	18.8%
				Property Manager	82.25	15	18.2%
				Claims Examiner	317.00	57	18.0%
				Purchaser	96.25	17	17.7%
				Health Assistant	108.00	19	17.6%
				Auditor ^d	74.00	13	17.6%
				Nurse	2,159.50	376	17.4%
				Project Manager	212.75	37	17.4%
551 - Department of Agriculture	686.75	118	17.2%	Program Specialist	92.00	24	26.1%

^a The Applicable Job Classification Series column lists the series that had at least an average headcount of 20 and a turnover rate that exceeded 17.0 percent.

^b Agency also had a turnover rate that exceeded 17.0 percent in fiscal year 2024.

^c This agency’s turnover rate includes 19 court law clerks who serve one-year terms, from September to August of each year.

^d The 89th Legislature reallocated these job classification series to higher salary groups effective September 1, 2025.

^e 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 2025.

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

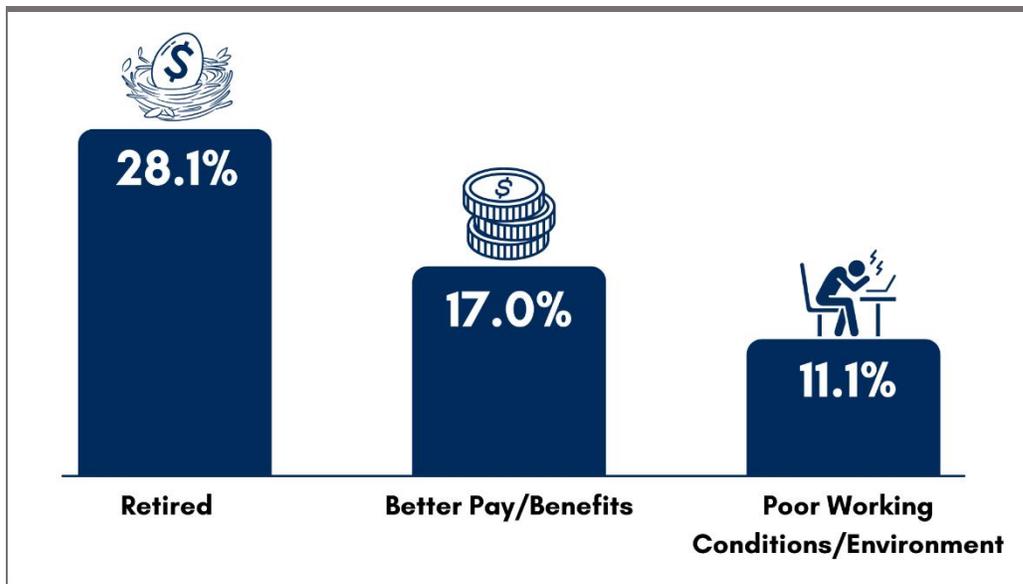
Chapter 4 Exit Survey Results

During fiscal year 2025, a total of 2,889 state agency employees completed the state employee online exit survey (see text box). The exit survey participation rate increased in fiscal year 2025 to 15.6 percent, from 14.3 percent in fiscal year 2024.

Employees leaving state agencies selected retirement as the top reason in exit surveys completed, followed by better pay/benefits and poor working conditions/environment, as shown in Figure 10. These were the top three reasons reported in the fiscal year 2024 exit surveys as well.

Figure 10

Top Three Reasons Given for Leaving



Additionally, the number of employees citing “no or little opportunities to work remotely” and “location/transportation issues” substantially increased in fiscal year 2025 compared to the previous fiscal year.

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.

In fiscal year 2026, the State Auditor’s Office implemented a new exit survey online system to more effectively capture the reasons employees leave state employment and to enhance user experience and functionality. These updates will be reflected in the fiscal year 2026 turnover report.

Figure 11 summarizes comments provided in the exit surveys for fiscal year 2025.

Figure 11

<i>Summary of Reasons</i>		
 <p>Retired:</p> <p>Retiring and working elsewhere with better pay, pay stagnating; cost and stress of returning to office, including commute time/length; issues related to personal and/or family health.</p>	 <p>Better Pay/Benefits:</p> <p>Significant pay increase elsewhere, pay not competitive, pay doesn't keep up with cost of living, cost of return to office, including commuting time/length, and taking better job opportunities.</p>	 <p>Poor Working Conditions/Environment:</p> <p>High workload, work stress, burnout, unrealistic expectations, issues with managers and supervisors with micromanagement and unfair treatment, and lack of support/resources. Other key trends indicated unsafe and/or unsanitary work conditions.</p>

Figure 12 on the next page shows the reasons cited in the exit surveys for fiscal years 2024 and 2025. Although both fiscal years had the same number of respondents, the participation rate increased in fiscal year 2025 because the number of eligible employees who voluntarily left state agencies decreased. (See [Appendix 5](#) 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 2024 and 2025

Reason for Leaving	Fiscal Year 2024		Fiscal Year 2025	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Retired	644	22.3%	813	28.1%
Better Pay/Benefits	638	22.1%	490	17.0%
Poor Working Conditions/Environment	345	11.9%	320	11.1%
Personal or Family Health	221	7.6%	230	8.0%
Issues with My Supervisor/Issues with Employees I Supervise	240	8.3%	224	7.8%
Relocation (self, spouse, companion)	193	6.7%	178	6.2%
No or Little Career Advancement Opportunities	159	5.5%	140	4.8%
No or Little Opportunities to Work Remotely	39	1.3%	94	3.3%
Enter/Return to School	90	3.1%	93	3.2%
Location/Transportation Issues	52	1.8%	70	2.4%
Child Care/Elder Care Issues	61	2.1%	63	2.2%
Inadequate Training	78	2.7%	58	2.0%
Self-employment	46	1.6%	44	1.5%
Inadequate Work Resources	44	1.5%	36	1.2%
Relationship with Co-workers	39	1.3%	36	1.2%
Statewide Totals	2,889	100.0%^a	2,889	100.0%

^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 2024](#) (State Auditor’s Office Report No. 25-705, December 2024).



Appendix 1

Objectives, Scope, and Methodology

Objectives

The objectives of this project were to:

- Analyze and provide employee turnover data for classified, regular full- and part-time employees in Texas state agencies during fiscal year 2025.
- 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 2025. 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:



- Zoe Lipnicky, SHRM-CP (Project Manager)
- Sarah Hunsberger, SHRM-CP (Assistant Project Manager)
- Ezequiel Zaragoza, MSLC
- Lara Foronda Tai, CCP, PHR, SHRM-CP
- Dana Musgrave, MBA, CFE (Quality Control Reviewer)
- Sharon K. Schneider, CCP, PHR, SHRM-CP (Classification Manager)

This report provides the results from online exit surveys. State agencies are required to provide employees who voluntarily separate from state employment an opportunity to complete an online exit survey, which allows the employees to give feedback about their reasons for leaving state agency employment. In fiscal year 2025, a total of 2,889 employees completed the survey. This number includes all employee types (i.e., classified full-time, classified part-time, non-classified full-time, and non-classified part-time).

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 2025 through January 2026.

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 2025 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 2024 and August 2025. 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 2010 through 2024 referenced within this publication are the same turnover rates reported in [An Annual Report on Classified Employee Turnover for Fiscal Year 2024](#) (SAO Report No. 25-705, December 2024). 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 2021 through 2025, including interagency transfers.

Figure 13

Types of State Employee Separations

Type of Separation	Fiscal Year 2021 Separations		Fiscal Year 2022 Separations		Fiscal Year 2023 Separations		Fiscal Year 2024 Separations		Fiscal Year 2025 Separations	
	Number	Percent								
Voluntary Separation from Agency	20,425	61.6%	22,312	64.6%	17,621	61.0%	15,813	60.7%	13,759	56.0%
Retired	4,326	13.0%	3,969	11.5%	3,151	10.9%	2,806	10.8%	3,383	13.8%
Transfer to Another Agency	1,505	4.5%	2,486	7.2%	2,134	7.4%	1,622	6.2%	1,377	5.6%
Statewide Voluntary Separations^a	26,256	79.2%	28,767	83.3%	22,906	79.3%	20,241	77.7%	18,519	75.4%
Dismissal for Cause	3,761	11.3%	3,121	9.0%	3,536	12.2%	3,481	13.4%	3,709	15.1%
Resignation in Lieu of Involuntary Separation	2,535	7.6%	2,061	6.0%	1,875	6.5%	1,740	6.7%	1,666	6.8%
Termination at Will	249	0.8%	228	0.7%	314	1.1%	282	1.1%	333	1.4%
Death	321	1.0%	336	1.0%	228	0.8%	249	1.0%	256	1.0%
Reduction in Force	48	0.1%	22	0.1%	27	0.1%	49	0.2%	66	0.3%
Statewide Involuntary Separations^a	6,914	20.8%	5,768	16.7%	5,980	20.7%	5,801	22.3%	6,030	24.6%
Total Separations^a	33,170	100.0%	34,535	100.0%	28,886	100.0%	26,042	100.0%	24,549	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 2025. 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 2025

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate ^a
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
201 - Supreme Court of Texas	1	1.4%	29	39.2%	0	0.0%	74.00	30	40.5%
211 - Court of Criminal Appeals	2	3.5%	8	14.0%	4	7.0%	57.00	14	24.6%
212 - Texas Judicial Council Office of Court Administration	2	0.8%	19	7.9%	8	3.3%	241.50	29	12.0%
213 - Office of the State Prosecuting Attorney	0	0.0%	0	0.0%	0	0.0%	3.00	0	0.0%
215 - Office of Capital and Forensic Writs	0	0.0%	6	23.8%	0	0.0%	25.25	6	23.8%
221 - First Court of Appeals District, Houston	0	0.0%	6	19.0%	1	3.2%	31.50	7	22.2%
222 - Second Court of Appeals District, Fort Worth	1	3.3%	1	3.3%	2	6.7%	30.00	4	13.3%
223 - Third Court of Appeals District, Austin	0	0.0%	4	14.8%	1	3.7%	27.00	5	18.5%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	6	21.2%	2	7.1%	28.25	8	28.3%
225 - Fifth Court of Appeals District, Dallas	4	8.0%	1	2.0%	1	2.0%	49.75	6	12.1%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate ^a
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
226 - Sixth Court of Appeals District, Texarkana	0	0.0%	1	8.0%	2	16.0%	12.50	3	24.0%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	0	0.0%	2	14.3%	14.00	2	14.3%
228 - Eighth Court of Appeals District, El Paso	1	6.8%	4	27.1%	0	0.0%	14.75	5	33.9%
229 - Ninth Court of Appeals District, Beaumont	1	6.5%	0	0.0%	0	0.0%	15.50	1	6.5%
230 - Tenth Court of Appeals District, Waco	0	0.0%	0	0.0%	0	0.0%	11.50	0	0.0%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	2	13.1%	0	0.0%	15.25	2	13.1%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	0	0.0%	0	0.0%	11.00	0	0.0%
233 - Thirteenth Court of Appeals District, Corpus Christi - Edinburg	0	0.0%	6	25.8%	0	0.0%	23.25	6	25.8%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	2	5.9%	0	0.0%	34.00	2	5.9%
235 - Fifteenth Court of Appeals District, Austin	0	0.0%	3	22.2%	0	0.0%	13.50	3	22.2%
242 - State Commission on Judicial Conduct	0	0.0%	0	0.0%	2	16.3%	12.25	2	16.3%
243 - State Law Library	0	0.0%	2	17.4%	0	0.0%	11.50	2	17.4%
300 - Trusteed Programs within the Office of the Governor	4	2.6%	15	9.6%	1	0.6%	155.75	20	12.8%
301 - Office of the Governor	1	0.6%	30	16.9%	3	1.7%	178.00	34	19.1%
302 - Office of the Attorney General	73	1.8%	247	6.0%	93	2.3%	4,082.75	413	10.1%
303 - Texas Facilities Commission	2	0.4%	46	9.9%	12	2.6%	463.25	60	13.0%

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			
304 - Office of the Comptroller of Public Accounts	46	1.6%	161	5.5%	66	2.2%	2,951.50	273	9.2%
305 - General Land Office	14	1.7%	53	6.4%	27	3.2%	833.25	94	11.3%
306 - Library and Archives Commission	2	1.1%	20	11.3%	5	2.8%	177.75	27	15.2%
307 - Secretary of State	9	3.2%	24	8.6%	7	2.5%	278.25	40	14.4%
312 - State Securities Board	2	2.4%	10	11.8%	2	2.4%	85.00	14	16.5%
313 - Department of Information Resources	6	2.3%	15	5.8%	6	2.3%	259.75	27	10.4%
320 - Texas Workforce Commission	72	1.5%	404	8.4%	133	2.8%	4,783.75	609	12.7%
326 - Texas Emergency Services Retirement System	1	12.9%	2	25.8%	0	0.0%	7.75	3	38.7%
327 - Employees Retirement System	5	1.3%	15	3.8%	7	1.8%	397.25	27	6.8%
332 - Department of Housing and Community Affairs	11	3.0%	30	8.3%	10	2.8%	363.25	51	14.0%
338 - Pension Review Board	0	0.0%	4	36.4%	0	0.0%	11.00	4	36.4%
347 - Public Finance Authority	0	0.0%	1	7.5%	1	7.5%	13.25	2	15.1%
352 - Bond Review Board	1	10.3%	3	30.8%	1	10.3%	9.75	5	51.3%
356 - Texas Ethics Commission	0	0.0%	3	11.5%	0	0.0%	26.00	3	11.5%
358 - Texas Space Commission	0	0.0%	0	0.0%	0	0.0%	14.25	0	0.0%
359 - Office of Public Insurance Counsel	0	0.0%	0	0.0%	1	8.2%	12.25	1	8.2%
360 - State Office of Administrative Hearings	1	0.9%	4	3.7%	0	0.0%	109.25	5	4.6%
362 - Texas Lottery Commission ^b	4	1.3%	299	98.5%	22	7.2%	303.50	325	107.1%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate ^a
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
364 - Health Professions Council	0	0.0%	0	0.0%	1	12.5%	8.00	1	12.5%
401 - Military Department	28	4.8%	64	11.1%	15	2.6%	579.00	107	18.5%
403 - Veterans Commission	8	1.8%	51	11.3%	13	2.9%	452.50	72	15.9%
405 - Department of Public Safety	72	0.7%	487	4.4%	254	2.3%	11,070.50	813	7.3%
407 - Commission on Law Enforcement	0	0.0%	8	8.9%	2	2.2%	90.25	10	11.1%
409 - Commission on Jail Standards	0	0.0%	0	0.0%	0	0.0%	26.00	0	0.0%
411 - Commission on Fire Protection	0	0.0%	2	6.1%	1	3.1%	32.75	3	9.2%
448 - Office of Injured Employee Counsel	2	1.3%	25	16.7%	8	5.3%	149.75	35	23.4%
450 - Department of Savings and Mortgage Lending	2	3.0%	4	6.1%	1	1.5%	65.75	7	10.6%
451 - Department of Banking	0	0.0%	7	15.0%	0	0.0%	46.75	7	15.0%
452 - Department of Licensing and Regulation	6	1.1%	34	6.2%	27	5.0%	544.75	67	12.3%
454 - Department of Insurance	20	1.6%	114	9.0%	45	3.5%	1,271.75	179	14.1%
455 - Railroad Commission	23	2.1%	63	5.9%	24	2.2%	1,072.75	110	10.3%
456 - State Board of Plumbing Examiners	0	0.0%	7	16.2%	0	0.0%	43.25	7	16.2%
457 - Board of Public Accountancy	0	0.0%	6	15.7%	0	0.0%	38.25	6	15.7%
458 - Alcoholic Beverage Commission	10	1.9%	38	7.1%	23	4.3%	537.00	71	13.2%
459 - Board of Architectural Examiners	0	0.0%	1	5.3%	0	0.0%	19.00	1	5.3%
460 - Board of Professional Engineers and Land Surveyors	0	0.0%	0	0.0%	0	0.0%	30.25	0	0.0%

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			
466 - Office of Consumer Credit Commissioner	0	0.0%	8	11.7%	3	4.4%	68.25	11	16.1%
469 - Credit Union Department	1	3.0%	4	11.9%	2	5.9%	33.75	7	20.7%
473 - Public Utility Commission of Texas	1	0.4%	17	6.5%	1	0.4%	262.75	19	7.2%
475 - Office of Public Utility Counsel	0	0.0%	3	16.2%	0	0.0%	18.50	3	16.2%
476 - Racing Commission	4	9.5%	2	4.7%	1	2.4%	42.25	7	16.6%
477 - Commission on State Emergency Communications	0	0.0%	1	5.3%	1	5.3%	19.00	2	10.5%
479 - State Office of Risk Management	7	6.6%	10	9.4%	5	4.7%	106.75	22	20.6%
481 - Board of Professional Geoscientists	0	0.0%	1	16.0%	0	0.0%	6.25	1	16.0%
503 - Texas Medical Board	4	1.6%	30	12.0%	6	2.4%	250.25	40	16.0%
504 - Texas State Board of Dental Examiners	1	1.9%	13	24.4%	1	1.9%	53.25	15	28.2%
507 - Texas Board of Nursing	4	2.9%	10	7.2%	6	4.3%	138.75	20	14.4%
508 - Board of Chiropractic Examiners	0	0.0%	1	8.9%	0	0.0%	11.25	1	8.9%
510 - Behavioral Health Executive Council	1	1.7%	2	3.5%	1	1.7%	57.50	4	7.0%
513 - Funeral Service Commission	3	22.6%	3	22.6%	1	7.5%	13.25	7	52.8%
514 - Optometry Board	0	0.0%	1	20.0%	0	0.0%	5.00	1	20.0%
515 - Board of Pharmacy	2	1.9%	7	6.5%	0	0.0%	107.00	9	8.4%
529 - Health and Human Services Commission	2,127	5.5%	3,932	10.1%	705	1.8%	38,971.75	6,764	17.4%

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			
530 - Department of Family and Protective Services	478	3.9%	1,755	14.3%	176	1.4%	12,265.25	2,409	19.6%
533 - Executive Council of Physical and Occupational Therapy Examiners	2	12.5%	1	6.3%	1	6.3%	16.00	4	25.0%
537 - Department of State Health Services	65	1.7%	386	10.0%	87	2.3%	3,849.00	538	14.0%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	3	7.0%	3	7.0%	42.75	6	14.0%
551 - Department of Agriculture	24	3.5%	68	9.9%	26	3.8%	686.75	118	17.2%
554 - Animal Health Commission	6	2.9%	17	8.3%	2	1.0%	204.50	25	12.2%
578 - Board of Veterinary Medical Examiners	0	0.0%	3	10.9%	0	0.0%	27.50	3	10.9%
580 - Water Development Board	6	1.3%	60	12.6%	5	1.0%	477.00	71	14.9%
582 - Commission on Environmental Quality	26	0.9%	209	6.9%	86	2.8%	3,024.25	321	10.6%
592 - Soil & Water Conservation Board	0	0.0%	4	4.9%	1	1.2%	81.25	5	6.2%
601 - Department of Transportation	220	1.6%	800	5.9%	434	3.2%	13,476.00	1,454	10.8%
608 - Department of Motor Vehicles	13	1.5%	49	5.6%	33	3.8%	877.25	95	10.8%
644 - Juvenile Justice Department	246	11.7%	610	29.1%	49	2.3%	2,094.75	905	43.2%
696 - Department of Criminal Justice	2,234	6.3%	4,288	12.1%	776	2.2%	35,471.75	7,298	20.6%
701 - Texas Education Agency	38	3.1%	80	6.4%	25	2.0%	1,244.25	143	11.5%
771 - School for the Blind and Visually Impaired	5	1.7%	20	6.8%	7	2.4%	292.75	32	10.9%
772 - School for the Deaf	13	4.0%	30	9.3%	9	2.8%	323.25	52	16.1%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate ^a
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
802 - Parks and Wildlife Department	49	1.5%	230	7.1%	81	2.5%	3,238.25	360	11.1%
808 - Historical Commission	8	2.3%	38	10.8%	9	2.5%	353.25	55	15.6%
809 - Preservation Board	3	1.2%	41	16.0%	2	0.8%	256.00	46	18.0%
813 - Commission on the Arts	1	7.7%	0	0.0%	0	0.0%	13.00	1	7.7%
907 - Comptroller - State Energy Conservation Office	1	8.9%	0	0.0%	2	17.8%	11.25	3	26.7%
909 - Comptroller - Texas Broadband Development Office	0	0.0%	2	9.6%	0	0.0%	20.75	2	9.6%
Statewide Totals ^c	6,030	4.0%	15,136	10.0%	3,383	2.2%	150,863.25	24,549	16.3%

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

^b Senate Bill 3070 (89th Legislature, Regular Session) abolished the Texas Lottery Commission and transferred the administration of the state lottery and the licensing and regulation of charitable bingo to the Department of Licensing and Regulation.

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

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

Appendix 4

Turnover by Job Classification Series

Figure 15 summarizes turnover by job classification series for fiscal year 2025, including the State's 26 occupational categories for the 2024–2025 biennium.

Figure 15

Turnover by Job Classification Series and Occupational Category for Fiscal Year 2025

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	1,667.25	1.1%	163	0.7%	9.8%
	Accounting Technician	157.25	0.1%	20	0.1%	12.7%
	Accounts Examiner	729.25	0.5%	63	0.3%	8.6%
	Auditor	481.75	0.3%	56	0.2%	11.6%
	Budget Analyst	496.75	0.3%	31	0.1%	6.2%
	Chief Trader	1.50	0.0%	0	0.0%	0.0%
	Financial Analyst	386.75	0.3%	32	0.1%	8.3%
	Financial Examiner	349.50	0.2%	52	0.2%	14.9%
	Independent Audit Reviewer	12.00	0.0%	4	0.0%	33.3%
	Internal Auditor	148.25	0.1%	18	0.1%	12.1%
	Investment Analyst	16.25	0.0%	0	0.0%	0.0%
	Loan Specialist	38.25	0.0%	3	0.0%	7.8%
	Payroll Assistant	4.50	0.0%	1	0.0%	22.2%
	Payroll Specialist	59.50	0.0%	5	0.0%	8.4%
	Portfolio Manager	40.50	0.0%	2	0.0%	4.9%
	Reimbursement Analyst	68.50	0.0%	10	0.0%	14.6%
	Reimbursement Officer	98.00	0.1%	8	0.0%	8.2%
	Tax Analyst	17.75	0.0%	4	0.0%	22.5%
	Tax Auditor	530.00	0.4%	64	0.3%	12.1%
	Tax Auditor Manager	23.50	0.0%	1	0.0%	4.3%
Tax Auditor Supervisor	44.25	0.0%	1	0.0%	2.3%	

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Taxpayer Compliance Officer	95.75	0.1%	13	0.1%	13.6%
	Taxpayer Enforcement Officer	327.50	0.2%	32	0.1%	9.8%
	Trader	0.00	0.0%	0	0.0%	0.0%
Totals for Accounting, Auditing, and Finance		5,794.50	3.8%	583	2.5%	10.1% ^c
Administrative Support	Administrative Assistant	6,207.50	4.1%	789	3.4%	12.7%
	Agenda Coordinator	4.00	0.0%	0	0.0%	0.0%
	Clerk ^d	1,695.50	1.1%	321	1.4%	18.9%
	Customer Service Representative ^d	1,388.75	0.9%	229	1.0%	16.5%
	Document Services Technician	150.75	0.1%	12	0.1%	8.0%
	Executive Assistant	543.00	0.4%	57	0.2%	10.5%
	License and Permit Specialist	3,154.75	2.1%	283	1.2%	9.0%
	Receptionist	71.25	0.0%	9	0.0%	12.6%
Totals for Administrative Support		13,215.50	8.8%	1,700	7.3%	12.9% ^c
Compliance, Inspection, and Investigation	Boiler Inspector	15.25	0.0%	3	0.0%	19.7%
	Compliance Analyst	366.50	0.2%	36	0.2%	9.8%
	Inspector	1,606.50	1.1%	189	0.8%	11.8%
	Investigator	2,032.75	1.3%	225	1.0%	11.1%
	Quality Assurance Specialist	447.75	0.3%	25	0.1%	5.6%
Totals for Compliance, Inspection, and Investigation		4,468.75	3.0%	478	2.1%	10.7% ^c
Criminal Justice	Agriculture Specialist	95.25	0.1%	13	0.1%	13.6%
	Assistant Warden/Warden	181.00	0.1%	24	0.1%	13.3%
	Correctional Officer ^d	21,827.25	14.5%	5,438	23.5%	24.9%
	Counsel Substitute	89.50	0.1%	7	0.0%	7.8%
	Dorm Supervisor	67.50	0.0%	11	0.0%	16.3%
	Halfway House Assistant Superintendent/Superintendent	6.50	0.0%	2	0.0%	30.8%
	Industrial Specialist	262.50	0.2%	38	0.2%	14.5%
	Juvenile Correctional Officer ^d	995.75	0.7%	665	2.9%	66.8%
	Juvenile Correctional Officer Supervisor	0.00	0.0%	0	0.0%	0.0%
	Parole Officer ^d	1,765.50	1.2%	283	1.2%	16.0%
	Senior Correctional Officer	2,733.00	1.8%	289	1.2%	10.6%

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	12.00	0.0%	5	0.0%	41.7%
Totals for Criminal Justice		28,035.75	18.6%	6,775	29.2%	24.2% ^c
Custodial	Barber/Cosmetologist	11.75	0.0%	2	0.0%	17.0%
	Cook ^d	326.50	0.2%	78	0.3%	23.9%
	Custodial Manager	73.00	0.0%	5	0.0%	6.8%
	Custodian ^d	778.50	0.5%	167	0.7%	21.5%
	Food Service Manager	835.50	0.6%	85	0.4%	10.2%
	Food Service Worker ^d	561.50	0.4%	166	0.7%	29.6%
	Groundskeeper	90.25	0.1%	14	0.1%	15.5%
	Laundry Manager	649.75	0.4%	61	0.3%	9.4%
	Laundry/Sewing Room Worker	86.25	0.1%	20	0.1%	23.2%
Totals for Custodial		3,413.00	2.3%	598	2.6%	17.5% ^c
Education	Education Specialist	393.50	0.3%	45	0.2%	11.4%
	Teacher Aide	99.75	0.1%	17	0.1%	17.0%
Totals for Education		493.25	0.3%	62	0.3%	12.6% ^c
Employment	Unemployment Insurance Claims Examiner	21.50	0.0%	1	0.0%	4.7%
	Unemployment Insurance Specialist	11.25	0.0%	0	0.0%	0.0%
	Workforce Development Specialist ^d	392.75	0.3%	63	0.3%	16.0%
Totals for Employment		425.50	0.3%	64	0.3%	15.0% ^c
Engineering and Design	Architect	63.50	0.0%	7	0.0%	11.0%
	District Engineer	25.50	0.0%	3	0.0%	11.8%
	Drafting Technician	8.00	0.0%	2	0.0%	25.0%
	Engineer	949.00	0.6%	107	0.5%	11.3%
	Engineering Aide	1.25	0.0%	0	0.0%	0.0%
	Engineering Specialist	3,325.25	2.2%	302	1.3%	9.1%
	Engineering Technician	326.50	0.2%	40	0.2%	12.3%
	Intelligent Transportation Systems Specialist	31.00	0.0%	3	0.0%	9.7%
	Project Design Specialist	6.50	0.0%	2	0.0%	30.8%
Totals for Engineering and Design		4,736.50	3.1%	466	2.0%	9.8% ^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	28.00	0.0%	5	0.0%	17.9%
	Human Resources Assistant	27.00	0.0%	5	0.0%	18.5%
	Human Resources Specialist	1,060.00	0.7%	108	0.5%	10.2%
	Training and Development Assistant	18.50	0.0%	3	0.0%	16.2%
	Training and Development Specialist	809.25	0.5%	73	0.3%	9.0%
Totals for Human Resources and Training and Development		1,942.75	1.3%	194	0.8%	10.0% ^c
Information and Communication	Creative Media Designer	86.25	0.1%	11	0.0%	12.8%
	Editor	25.75	0.0%	6	0.0%	23.3%
	Government Relations Specialist	90.50	0.1%	9	0.0%	9.9%
	Governor’s Advisor	15.00	0.0%	2	0.0%	13.3%
	Information Specialist	458.75	0.3%	43	0.2%	9.4%
	Intelligent Transportation Systems Operations Technician	50.00	0.0%	5	0.0%	10.0%
	Management Analyst	503.25	0.3%	41	0.2%	8.1%
	Marketing Specialist	80.25	0.1%	10	0.0%	12.5%
	Multimedia Specialist	23.75	0.0%	2	0.0%	8.4%
	Multimedia Technician	12.75	0.0%	1	0.0%	7.8%
	Privacy Analyst	5.00	0.0%	0	0.0%	0.0%
	Technical Writer	46.75	0.0%	5	0.0%	10.7%
Totals for Information and Communication		1,398.00	0.9%	135	0.6%	9.7% ^c
Information Technology	Accessibility Specialist	17.50	0.0%	2	0.0%	11.4%
	Business Continuity Coordinator	17.00	0.0%	4	0.0%	23.5%
	Chief Cybersecurity Officer	2.00	0.0%	0	0.0%	0.0%
	Chief Information Security Officer	9.50	0.0%	0	0.0%	0.0%
	Cybersecurity Analyst	262.75	0.2%	24	0.1%	9.1%
	Cybersecurity Officer	7.00	0.0%	2	0.0%	28.6%
	Data Architect	23.00	0.0%	2	0.0%	8.7%
	Data Officer	11.25	0.0%	2	0.0%	17.8%
	Database Administrator	169.75	0.1%	11	0.0%	6.5%
	Geographic Information Specialist	132.25	0.1%	10	0.0%	7.6%
	Information Security Officer	16.50	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
	Information Technology Auditor	31.50	0.0%	2	0.0%	6.3%
	Information Technology Business Analyst	424.75	0.3%	46	0.2%	10.8%
	Information Technology Support Specialist	547.50	0.4%	48	0.2%	8.8%
	Network Specialist	396.50	0.3%	36	0.2%	9.1%
	Programmer	763.50	0.5%	65	0.3%	8.5%
	Systems Administrator	502.75	0.3%	39	0.2%	7.8%
	Systems Analyst	1,377.25	0.9%	120	0.5%	8.7%
	Telecommunications Specialist	156.00	0.1%	18	0.1%	11.5%
	Web Administrator	110.50	0.1%	11	0.0%	10.0%
Totals for Information Technology		4,978.75	3.3%	442	1.9%	8.9% ^c
Insurance	Actuary	60.25	0.0%	8	0.0%	13.3%
	Claims Examiner	395.00	0.3%	58	0.3%	14.7%
	Insurance Specialist ^d	124.00	0.1%	29	0.1%	23.4%
	Retirement System Benefits Specialist	75.00	0.0%	7	0.0%	9.3%
Totals for Insurance		654.25	0.4%	102	0.4%	15.6% ^c
Land Surveying, Appraising, and Utilities	Appraiser	89.25	0.1%	7	0.0%	7.8%
	Land Surveyor	18.75	0.0%	2	0.0%	10.7%
	Minerals Specialist	11.25	0.0%	1	0.0%	8.9%
	Right of Way Agent	226.00	0.1%	16	0.1%	7.1%
	Survey Technician	2.50	0.0%	0	0.0%	0.0%
	Utility Specialist	2.75	0.0%	0	0.0%	0.0%
Totals for Land Surveying, Appraising, and Utilities		350.50	0.2%	26	0.1%	7.4% ^c
Law Enforcement	Agent	122.25	0.1%	13	0.1%	10.6%
	Agent Trainee	0.0	0.0%	0	0.0%	0.0
	Assistant Commander/Commander, Game Warden	7.50	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	14.75	0.0%	1	0.0%	6.8%

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	2.00	0.0%	0	0.0%	0.0%
	Corporal, Office of the Comptroller	18.75	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	318.25	0.2%	12	0.1%	3.8%
	Deputy Chief Investigator, Texas Department of Insurance	1.00	0.0%	0	0.0%	0.0%
	Game Warden	382.25	0.3%	15	0.1%	3.9%
	Investigator, Office of the Comptroller	0.00	0.0%	0	0.0%	0.0%
	Investigator, Office of the Inspector General	141.75	0.1%	10	0.0%	7.1%
	Lieutenant, Texas Attorney General's Office	24.50	0.0%	1	0.0%	4.1%
	Lieutenant, Texas Department of Insurance	2.25	0.0%	2	0.0%	88.9%
	Major, Texas Attorney General's Office	6.00	0.0%	0	0.0%	0.0%
	Pilot Investigator	40.75	0.0%	3	0.0%	7.4%
	Probationary Agent	16.00	0.0%	4	0.0%	25.0%
	Public Safety Inspector	0.00	0.0%	0	0.0%	0.0%
	Regional Supervisor/Regional Manager/Multi-Regional Administrator/Chief Inspector, Office of the Inspector General	30.00	0.0%	0	0.0%	0.0%
	Sergeant, Texas Attorney General's Office	159.75	0.1%	12	0.1%	7.5%
	Sergeant, Texas Department of Insurance	19.50	0.0%	3	0.0%	15.4%
	Sergeant/Lieutenant/Captain, Office of the Comptroller	19.50	0.0%	0	0.0%	0.0%
	Sergeant/Lieutenant/Captain/Major, Alcohol Beverage	49.75	0.0%	6	0.0%	12.1%
	Sergeant/Lieutenant/Captain/Major, Game Warden, Parks and Wildlife Department	111.25	0.1%	4	0.0%	3.6%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,720.75	1.1%	87	0.4%	5.1%
	State Park Police Officer, Parks and Wildlife Department	76.75	0.1%	7	0.0%	9.1%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	State Park Police Officer-Sergeant/Lieutenant/Captain/Major, Parks and Wildlife Department	30.25	0.0%	0	0.0%	0.0%
	Trainee Investigator, Office of the Comptroller	0.00	0.0%	0	0.0%	0.0%
	Trainee Investigator, Office of the Inspector General	0.00	0.0%	0	0.0%	0.0%
	Trainee/Probationary Game Warden, Parks and Wildlife Department	53.25	0.0%	12	0.1%	22.5%
	Trainee/Probationary State Park Police Officer	16.00	0.0%	2	0.0%	12.5%
	Trooper	1,953.50	1.3%	68	0.3%	3.5%
	Trooper Trainee/Probationary Trooper	501.75	0.3%	60	0.3%	12.0%
Totals for Law Enforcement		5,840.00	3.9%	322	1.4%	5.5% ^c
Legal	Administrative Law Judge	116.50	0.1%	7	0.0%	6.0%
	Assistant Attorney General	735.75	0.5%	90	0.4%	12.2%
	Attorney	1,132.50	0.8%	131	0.6%	11.6%
	Benefit Review Officer	30.50	0.0%	6	0.0%	19.7%
	Chief Deputy Clerk	9.75	0.0%	0	0.0%	0.0%
	Clerk of the Court	16.25	0.0%	1	0.0%	6.2%
	Court Coordinator	74.75	0.0%	4	0.0%	5.4%
	Court Law Clerk	36.25	0.0%	29	0.1%	80.0%
	Deputy Clerk	54.25	0.0%	5	0.0%	9.2%
	General Counsel	281.75	0.2%	20	0.1%	7.1%
	Hearings Officer ^d	141.50	0.1%	23	0.1%	16.3%
	Hearings Reporter	1.00	0.0%	0	0.0%	0.0%
	Law Clerk	6.50	0.0%	8	0.0%	123.1%
	Legal Assistant	515.75	0.3%	58	0.3%	11.2%
	Legal Secretary	135.25	0.1%	16	0.1%	11.8%
	Medical Fee Dispute Officer	6.00	0.0%	0	0.0%	0.0%
	Ombudsman	213.50	0.1%	31	0.1%	14.5%
Totals for Legal		3,507.75	2.3%	429	1.9%	12.2% ^c

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Library and Records	Archeologist	27.50	0.0%	5	0.0%	18.2%
	Archivist	33.25	0.0%	3	0.0%	9.0%
	Curator	21.25	0.0%	2	0.0%	9.4%
	Exhibit Technician	6.00	0.0%	0	0.0%	0.0%
	Historian	8.00	0.0%	1	0.0%	12.5%
	Librarian	221.25	0.1%	17	0.1%	7.7%
	Library Assistant	19.00	0.0%	2	0.0%	10.5%
	Records Analyst	206.50	0.1%	7	0.0%	3.4%
Totals for Library and Records		542.75	0.4%	37	0.2%	6.8% ^c
Maintenance	Air Conditioning and Boiler Operator	39.50	0.0%	7	0.0%	17.7%
	Aircraft Mechanic	17.75	0.0%	3	0.0%	16.9%
	Aircraft Pilot	7.25	0.0%	0	0.0%	0.0%
	Electrician	51.25	0.0%	3	0.0%	5.9%
	Electronics Technician	60.25	0.0%	6	0.0%	10.0%
	Equipment Maintenance Technician	19.50	0.0%	4	0.0%	20.5%
	Equipment Operator	510.25	0.3%	61	0.3%	12.0%
	Ferryboat Captain	49.75	0.0%	6	0.0%	12.1%
	Ferryboat Captain Assistant	15.00	0.0%	0	0.0%	0.0%
	Ferryboat Deckhand ^d	123.25	0.1%	31	0.1%	25.2%
	Ferryboat Specialist	5.00	0.0%	0	0.0%	0.0%
	HVAC Mechanic	81.50	0.1%	12	0.1%	14.7%
	Machinist	2.00	0.0%	0	0.0%	0.0%
	Maintenance Specialist	957.50	0.6%	146	0.6%	15.2%
	Maintenance Supervisor	918.00	0.6%	132	0.6%	14.4%
	Motor Vehicle Technician	361.00	0.2%	37	0.2%	10.2%
	Plumber	10.25	0.0%	0	0.0%	0.0%
	Radio Communications Technician	17.00	0.0%	1	0.0%	5.9%
	Transportation Maintenance Specialist	3,785.25	2.5%	520	2.2%	13.7%
	Vehicle Driver	239.50	0.2%	36	0.2%	15.0%
Welder	12.25	0.0%	4	0.0%	32.7%	
Totals for Maintenance		7,283.00	4.8%	1,009	4.4%	13.9% ^c

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Medical and Health	Advanced Practice Registered Nurse	130.50	0.1%	9	0.0%	6.9%
	Behavior Analyst	64.00	0.0%	4	0.0%	6.3%
	Certified Peer Support Specialist	3.00	0.0%	2	0.0%	66.7%
	Dental Assistant	19.75	0.0%	3	0.0%	15.2%
	Dental Hygienist	30.50	0.0%	3	0.0%	9.8%
	Dentist	31.50	0.0%	9	0.0%	28.6%
	Dietetic and Nutrition Specialist	63.00	0.0%	9	0.0%	14.3%
	Dietetic Technician	12.50	0.0%	3	0.0%	24.0%
	Epidemiologist	163.25	0.1%	19	0.1%	11.6%
	Health Assistant ^d	111.25	0.1%	20	0.1%	18.0%
	Health Informatics Specialist	39.00	0.0%	3	0.0%	7.7%
	Health Physicist	59.75	0.0%	10	0.0%	16.7%
	Health Specialist ^d	309.75	0.2%	50	0.2%	16.1%
	Laboratory Technician	56.00	0.0%	5	0.0%	8.9%
	Licensed Vocational Nurse ^d	1,034.50	0.7%	233	1.0%	22.5%
	Medical Research Specialist	16.50	0.0%	2	0.0%	12.1%
	Medical Technician	26.50	0.0%	6	0.0%	22.6%
	Medical Technologist	52.75	0.0%	6	0.0%	11.4%
	Microbiologist	86.00	0.1%	12	0.1%	14.0%
	Molecular Biologist	66.00	0.0%	6	0.0%	9.1%
	Nurse ^d	2,292.25	1.5%	382	1.6%	16.7%
	Orthopedic Equipment Technician	29.75	0.0%	3	0.0%	10.1%
	Pharmacist	119.00	0.1%	6	0.0%	5.0%
	Pharmacy Technician	83.50	0.1%	3	0.0%	3.6%
	Physician	96.00	0.1%	13	0.1%	13.5%
	Physician Assistant	5.00	0.0%	0	0.0%	0.0%
	Psychiatric Nursing Assistant ^d	2,860.00	1.9%	714	3.1%	25.0%
	Psychiatric Clinical Director	0.00	0.0%	0	0.0%	0.0%
	Psychiatrist	115.00	0.1%	11	0.0%	9.6%
	Psychological Associate	4.00	0.0%	0	0.0%	0.0%
Psychologist	37.25	0.0%	8	0.0%	21.5%	

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Public Health and Prevention Specialist	380.00	0.3%	54	0.2%	14.2%
	Public Health Nurse ^d	122.75	0.1%	27	0.1%	22.0%
	Radiological Technologist	17.25	0.0%	2	0.0%	11.6%
	Registered Therapist Assistant	9.00	0.0%	0	0.0%	0.0%
	Registered Therapist	323.50	0.2%	31	0.1%	9.6%
	Resident Physician	4.25	0.0%	2	0.0%	47.1%
	Respiratory Care Practitioner	14.25	0.0%	1	0.0%	7.0%
	Veterinarian	29.50	0.0%	1	0.0%	3.4%
Totals for Medical and Health		8,918.25	5.9%	1,672	7.2%	18.7% ^c
Military	Military Specialist	15.75	0.0%	2	0.0%	12.7%
	Military Technician	2.00	0.0%	0	0.0%	0.0%
Totals for Military		17.75	0.0%	2	0.0%	11.3% ^c
Natural Resources	Assistant Park/Historic Site Superintendent	58.25	0.0%	5	0.0%	8.6%
	Chemist	119.25	0.1%	9	0.0%	7.5%
	Environmental Protection Specialist	310.00	0.2%	31	0.1%	10.0%
	Fish and Wildlife Technician	202.00	0.1%	20	0.1%	9.9%
	Geologic Specialist	1.50	0.0%	0	0.0%	0.0%
	Geoscientist	88.75	0.1%	6	0.0%	6.8%
	Hydrologist	78.50	0.1%	9	0.0%	11.5%
	Natural Resources Specialist	1,313.00	0.9%	143	0.6%	10.9%
	Park Ranger	107.00	0.1%	10	0.0%	9.3%
	Park/Historic Site Superintendent	115.50	0.1%	15	0.1%	13.0%
	Sanitarian	154.75	0.1%	16	0.1%	10.3%
	Toxicologist	16.75	0.0%	2	0.0%	11.9%
Totals for Natural Resources		2,565.25	1.7%	266	1.1%	10.4% ^c
Planning, Research, and Statistics	Data Analyst	585.00	0.4%	44	0.2%	7.5%
	Data Scientist	19.00	0.0%	1	0.0%	5.3%
	Economist	31.00	0.0%	6	0.0%	19.4%
	Planner	177.75	0.1%	21	0.1%	11.8%
	Research and Statistics Technician	14.50	0.0%	6	0.0%	41.4%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Research Specialist	259.75	0.2%	21	0.1%	8.1%
	Statistician	10.00	0.0%	0	0.0%	0.0%
Totals for Planning, Research, and Statistics		1,097.00	0.7%	99	0.4%	9.0% ^c
Program Management	Agile Scrum Master	0.50	0.0%	0	0.0%	0.0%
	Associate/Deputy Attorney General	5.75	0.0%	3	0.0%	52.2%
	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Deputy Director	233.25	0.2%	24	0.1%	10.3%
	Deputy First Assistant Attorney General	2.00	0.0%	0	0.0%	0.0%
	Director	3,229.50	2.1%	324	1.4%	10.0%
	First Assistant Attorney General	1.50	0.0%	0	0.0%	0.0%
	Manager	4,169.75	2.8%	330	1.4%	7.9%
	Portfolio Project Manager	46.25	0.0%	5	0.0%	10.8%
	Program Management Specialist	200.00	0.1%	14	0.1%	7.0%
	Program Specialist	6,768.75	4.5%	623	2.7%	9.2%
	Program Supervisor	2,052.75	1.4%	155	0.7%	7.6%
	Project Management Specialist	61.25	0.0%	3	0.0%	4.9%
	Project Manager	925.75	0.6%	106	0.5%	11.5%
Staff Services Officer	534.50	0.4%	42	0.2%	7.9%	
Totals for Program Management		18,232.50	12.1%	1,629	7.0%	8.9% ^c
Property Management and Procurement	Contract Administration Manager	298.00	0.2%	22	0.1%	7.4%
	Contract Specialist	1,268.25	0.8%	92	0.4%	7.3%
	Contract Technician	36.25	0.0%	4	0.0%	11.0%
	Fleet Manager	90.50	0.1%	8	0.0%	8.8%
	Grant Specialist	342.75	0.2%	31	0.1%	9.0%
	Inventory and Store Specialist	822.00	0.5%	101	0.4%	12.3%
	Property Manager	175.00	0.1%	23	0.1%	13.1%
	Purchaser	470.00	0.3%	51	0.2%	10.9%
Totals for Property Management and Procurement		3,502.75	2.3%	332	1.4%	9.5% ^c
Public Safety	Biometrics Analyst	36.25	0.0%	3	0.0%	8.3%
	Crime Analyst	33.25	0.0%	0	0.0%	0.0%
	Crime Laboratory Specialist	89.50	0.1%	11	0.0%	12.3%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Criminal Intelligence Analyst	179.75	0.1%	12	0.1%	6.7%
	Emergency Management Program Coordinator	27.25	0.0%	4	0.0%	14.7%
	Forensic Scientist	408.50	0.3%	14	0.1%	3.4%
	Police Communications Operator	132.50	0.1%	11	0.0%	8.3%
	Public Safety Records Technician	5.50	0.0%	0	0.0%	0.0%
	Security Officer ^d	705.50	0.5%	126	0.5%	17.9%
Totals for Public Safety		1,618.00	1.1%	181	0.8%	11.2% ^c
Safety	Emergency Medical Services Specialist	3.00	0.0%	0	0.0%	0.0%
	Lifeguard	0.00	0.0%	0	0.0%	0.0%
	Rescue Specialist	1.25	0.0%	2	0.0%	160.0%
	Risk Management Specialist	65.25	0.0%	9	0.0%	13.8%
	Safety Officer	299.25	0.2%	35	0.2%	11.7%
Totals for Safety		368.75	0.2%	46	0.2%	12.5% ^c
Social Services	Adult Protective Services Specialist ^d	598.00	0.4%	147	0.6%	24.6%
	Case Manager ^d	557.00	0.4%	87	0.4%	15.6%
	Chaplain	130.75	0.1%	20	0.1%	15.3%
	Chaplaincy Services Assistant	7.00	0.0%	0	0.0%	0.0%
	Child Protective Services Specialist ^d	5,589.75	3.7%	1,515	6.5%	27.1%
	Child Support Officer	1,351.75	0.9%	102	0.4%	7.5%
	Child Support Technician	265.50	0.2%	14	0.1%	5.3%
	Direct Support Professional ^d	5,635.25	3.7%	1,854	8.0%	32.9%
	Family and Protective Services Supervisor	1,292.25	0.9%	102	0.4%	7.9%
	Family Services Specialist	179.00	0.1%	20	0.1%	11.2%
	Guardianship Specialist	68.00	0.0%	9	0.0%	13.2%
	Guardianship Supervisor	12.25	0.0%	1	0.0%	8.2%
	Human Rights Officer	34.00	0.0%	5	0.0%	14.7%
	Human Services Specialist ^d	1,265.25	0.8%	204	0.9%	16.1%
	Human Services Technician ^d	583.50	0.4%	99	0.4%	17.0%
	Interpreter/Translator	30.00	0.0%	2	0.0%	6.7%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Protective Services Intake Specialist	352.75	0.2%	48	0.2%	13.6%
	Qualified Intellectual Disability Professional ^d	278.25	0.2%	43	0.2%	15.5%
	Recreation Program Specialist	13.00	0.0%	1	0.0%	7.7%
	Rehabilitation Teacher	106.00	0.1%	11	0.0%	10.4%
	Rehabilitation Therapy Technician	920.50	0.6%	131	0.6%	14.2%
	Resident Specialist ^d	181.75	0.1%	41	0.2%	22.6%
	Social Worker	309.75	0.2%	40	0.2%	12.9%
	Substance Abuse Counselor	96.50	0.1%	11	0.0%	11.4%
	Texas Works Advisor	6,126.50	4.1%	854	3.7%	13.9%
	Texas Works Supervisor	538.25	0.4%	21	0.1%	3.9%
	Transition Coordinator	15.75	0.0%	0	0.0%	0.0%
	Veterans Services Representative ^d	311.00	0.2%	50	0.2%	16.1%
	Vocational Rehabilitation Counselor ^d	542.25	0.4%	86	0.4%	15.9%
	Volunteer Services Coordinator	71.00	0.0%	5	0.0%	7.0%
Totals for Social Services		27,462.50	18.2%	5,523	23.8%	20.1% ^c
Statewide Totals ^e		150,863.25	100.0%	23,172	100.0%	15.4%

^a Percentages of total average headcount may not sum exactly due to rounding.

^b Percentages of total separations for job classification series may not sum exactly due to rounding.

^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.

^d One of the 29 job classification series that had more than 100 employees and a turnover rate that exceeded the statewide turnover rate of 15.4 percent.

^e Percentages do not sum to 100.0 percent due to rounding.

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

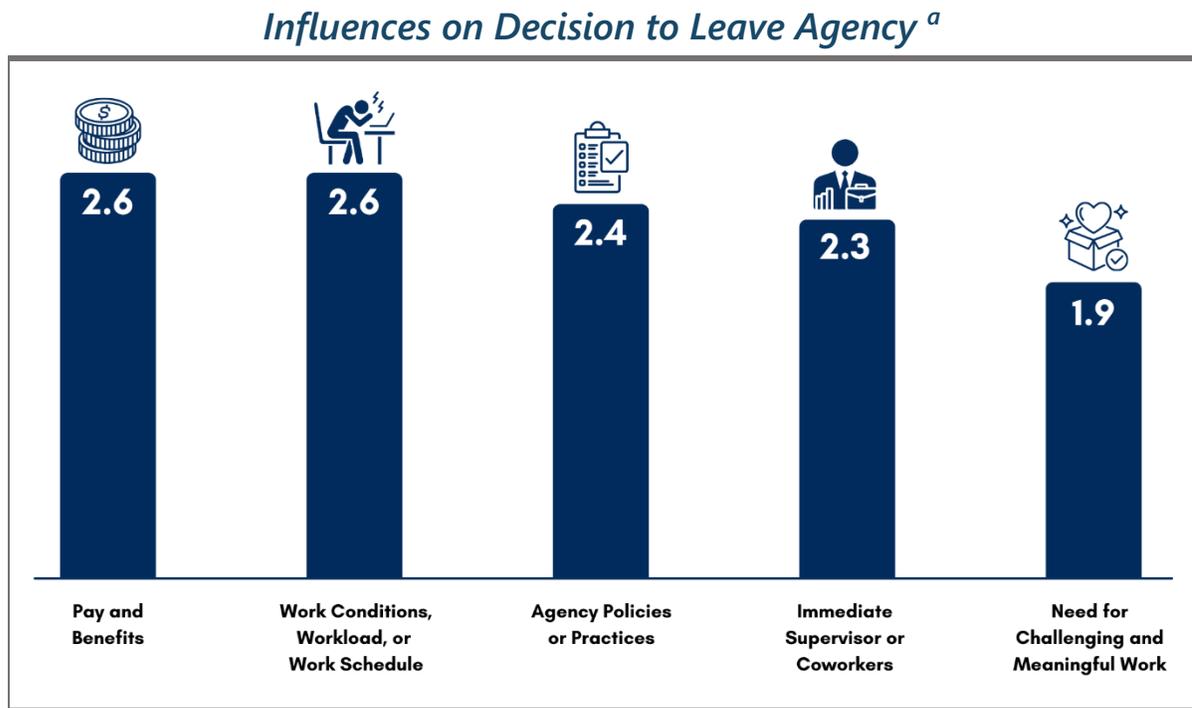
Appendix 5

Overall Exit Survey Results

Figure 16 through Figure 21 show the aggregate results from 2,889 State of Texas Employee Exit Surveys completed by state agency employees (not including higher education institution employees) who voluntarily left employment at their state agency between September 1, 2024, and August 31, 2025.

The survey asked employees to rate the extent to which certain factors influenced their decision to leave employment with their agency, using a scale ranging from 1 for very little influence to 5 for very great influence. Figure 16 shows the average ratings given for each factor. “Pay and Benefits” and “Work Conditions, Workload, or Work Schedule” were ranked as the greatest influences.

Figure 16

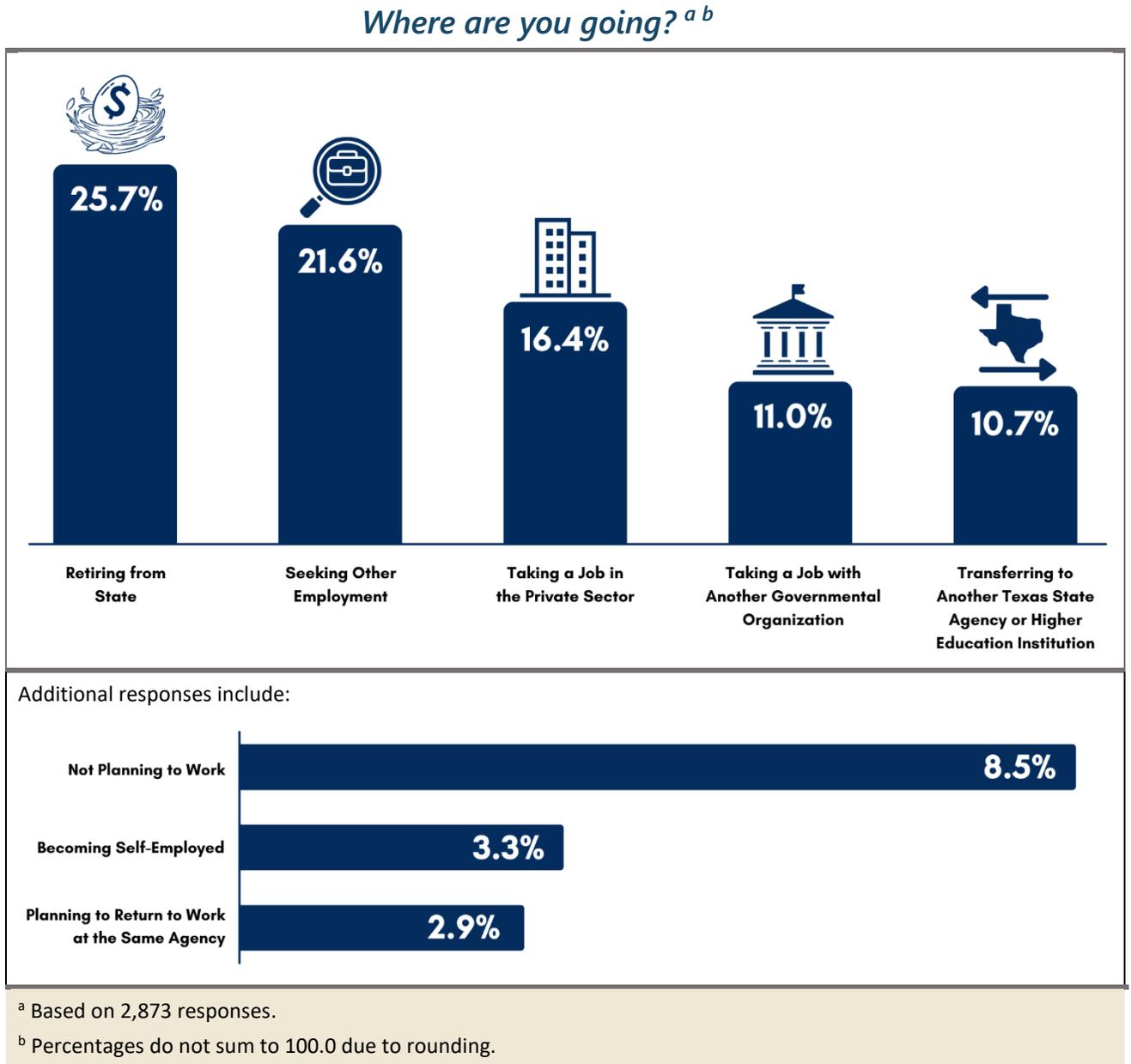


^a “Pay and Benefits” is based on 2,756 responses. “Work Conditions, Workload, or Work Schedule” is based on 2,773 responses. “Agency Policies or Practices” is based on 2,784 responses. “Immediate Supervisor or Coworkers” is based on 2,772 responses. “Need for More Challenging and Meaningful Work” is based on 2,748 responses.

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

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

Figure 17

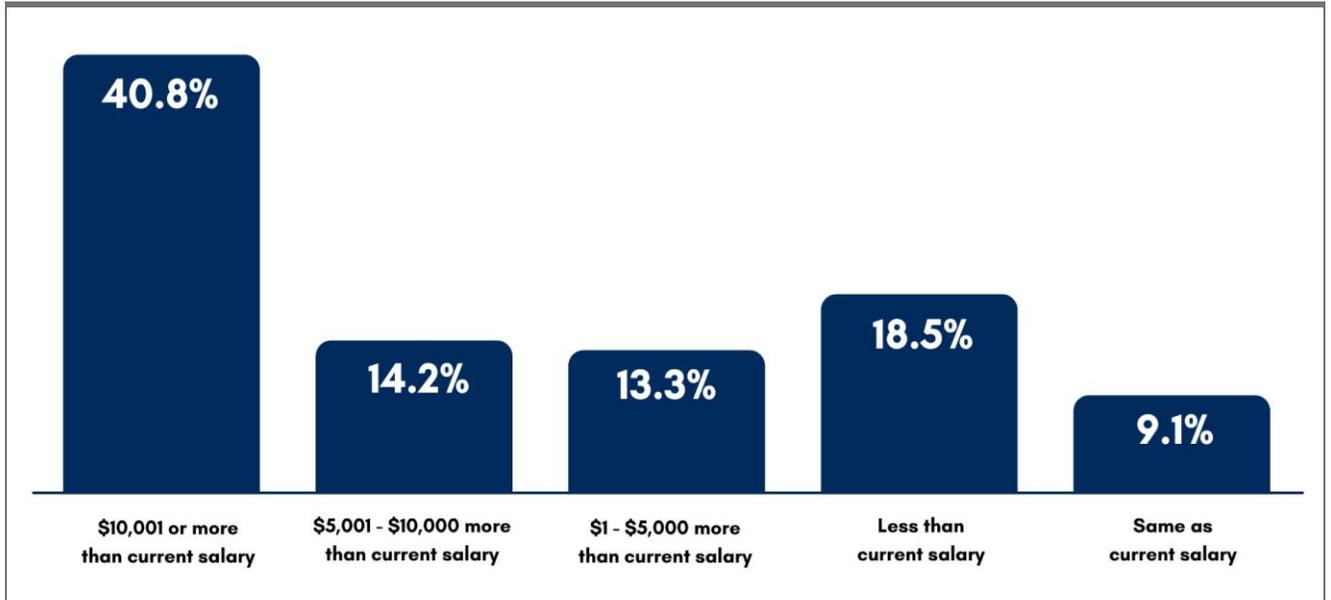


Source: The State Auditor’s Office’s State of Texas Employment Exit Survey.

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

Figure 18

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



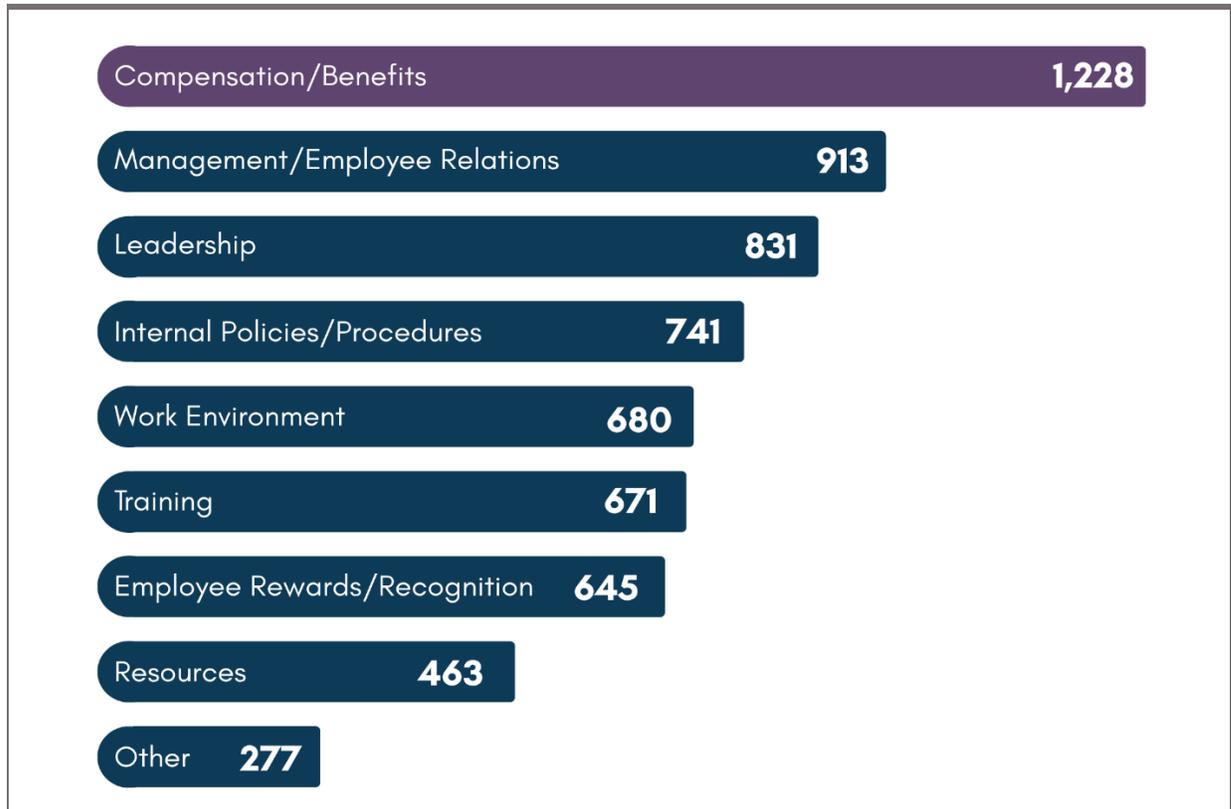
^a Based on 1,498 responses; 4.1 percent of those respondents replied that the question was not applicable.

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

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

Figure 19

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



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

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

Figure 20 shows the top three reasons for leaving employment cited in the exit surveys by employees at the five largest agencies (listed alphabetically).

Figure 20

Top Three Reasons for Leaving Employment at the Five Largest State Agencies in Fiscal Year 2025

Agency	1st Most Cited Reason	2nd Most Cited Reason	3rd Most Cited Reason
Department of Criminal Justice	Retirement	Personal or family health	Better pay/benefits
Department of Family and Protective Services	Poor working conditions/environment	Issues with my supervisor/issues with employees I supervise	Retirement
Department of Public Safety	Retirement	Better pay/benefits	Poor working conditions/environment
Department of Transportation	Retirement	Better pay/benefits	Personal or family health and Relocation (Tie)
Health and Human Services Commission	Retirement	Poor working conditions/environment	Issues with my supervisor/issues with employees I supervise

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

Figure 21 on the next page shows the top two reasons for leaving employment cited in the exit surveys by employees within the five occupational categories (listed alphabetically) that had turnover rates over the statewide turnover rate of 15.4 percent. These occupational categories make up approximately 45.4 percent of the State’s classified workforce.

Figure 21

Top Two Reasons for Leaving Employment Within the Five Occupational Categories With Turnover Rates Above the Statewide Average in Fiscal Year 2025

Occupational Category	1st Most Cited Reason	2nd Most Cited Reason
Criminal Justice	Health	Poor working conditions/environment
Custodial	Issues with my supervisor/issues with employees I supervise	Retirement
Insurance	Retirement	No or little opportunity to work remotely
Medical and Health	Retirement	Poor working conditions/environment
Social Services	Poor working conditions/environment	Retirement

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 Dustin Burrows, 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

Ms. Nora Velasco, Deputy 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>.