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Key Points of Report

An Annual Report on Full-Time Classified State Employee Turnover for Fiscal Year 1999

March 2000

Overall Conclusion

The statewide turnover rate for fiscal year 1999 was 17.58 percent for full-time classified state employees. This rate continues a high turnover trend from last year, in which the turnover rate was 17.37 percent. The State's rate is significantly higher than the average rate of state governments bordering Texas (15 percent), the average rate of local governments in which the State competes for employees (12 percent), and the national private sector rate (14.93 percent).

Employee turnover costs to the State are significant. We conservatively estimate the total cost of turnover in fiscal year 1999 to be between \$127 and \$254 million.

Employee turnover continues to remain high in both the public and private sectors. A good nationwide economy and significant industry trends, as in the information technology field, have contributed to employees making career changes. The Greater Austin area market also continues to have a strong economy and competition for talent. Since the largest number of employees work in the Austin area, the State increasingly must deal with the loss of experienced employees to the private sector.

Research suggests that the best strategies to retain employees are strong programs in healthcare benefits, new employee orientation, open communication with employees, and salary increases. One shot solutions rarely work; rather, a coordinated effort of both monetary and non-monetary rewards and benefits helps reduce turnover.

Key Facts and Findings

- Generally, the lower the employees' salaries, the more likely they are to leave state employment.
- The types of jobs state employees leave most often are in the employment, social services, procedures and information, legal, and medical/health fields.
- State employees primarily leave state employment voluntarily and claim reasons not related to the job as the most common reason for separation. Only 7 percent claim they left because of inadequate salary, and fewer than 1 percent claim they left for lack of opportunity for advancement. These reasons, however, differ significantly from those expressed in national surveys. This difference suggests that the State has problems in collecting turnover data. This data collection problem affects the data analysis and, in turn, recommendations for appropriate solutions.

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This audit was conducted in accordance with Government Code, Sections 321.0133 and 321.0134.

Overview

The statewide turnover rate for full-time classified state employees for fiscal year 1999 was 17.58 percent, based on an average of 144,581 employees and a total of 25,421 terminations. This rate continues a high turnover trend from last year, in which the turnover rate was 17.37 percent. The State's rate is significantly higher than the average rate of state governments bordering Texas (15 percent), the average rate of local governments in which the State competes for employees (12 percent), and the national private sector rate (14.93 percent).

Employee turnover costs to the State are significant. We conservatively estimate the cost of turnover in fiscal year 1999 to be between \$127 and \$254 million.

Section 1:

What is the Current Job Market?

The labor market remains tight nationwide and in Texas. Studies and surveys continually show that turnover rates are increasing nationwide and that recruitment and retention is a key concern. As other organizations increase their recruitment and retention programs, it is essential that the State do the same, or risk losing employees at an even greater rate than is already happening.

- Sixty percent of senior human resources executives surveyed by the American Management Association describe skilled manpower as scarce. This is an increase from 51 percent the previous year. Retention was described as a "very serious" issue by nearly half (46 percent) of respondents, and an additional 28 percent described it as a "serious" issue.
- Nearly 90 percent of human resources executives acknowledge problems with retention in areas of their business or in key positions, according to a survey conducted by the Conference Board, and more than half of those human resources executives say their turnover has gotten worse in the past three years.
- RewardsPlus of America, a web-based benefits company, reports that 52 percent of companies view retention and recruitment as their number one employment issue.
- KPMG surveyed Fortune 500 companies and found that 78 percent of the companies viewed employee retention as a major issue.

Section 2:

How Does the State's Turnover Rate Compare to the Private Sector?

Overall, the State's turnover rate is higher than the private sector. According to the Bureau of National Affairs (BNA), the median nationwide turnover rate in the private sector is 14.93 percent annually for the first three quarters of 1999. This rate is slightly higher compared to 1997 and 1998, and is significantly higher than mid-year

averages for 1990-1996. BNA found that turnover in 1997 was the highest it had been in over a decade and that the turnover rate for the third quarter of calendar year 1999 was the highest since 1981.

Section 3:

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

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

Table 1

Turnover Rates for Texas and Bordering States	
State	Fiscal Year 1999 Turnover Rate
Louisiana	18.51%
Texas	17.58%
Arkansas	16%
New Mexico	13.2% ¹
Oklahoma	12%

Source: State Auditor's Classification Office

According to a 32 state survey conducted by the International Personnel Management Association (IPMA), turnover rates in state governments range from 4 to 19 percent in state governments, with an average turnover rate of 11 percent. IPMA also reports an average rate of 11 percent in county government and 8 percent in city governments.

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

Table 2

Turnover Rates for Texas and Local Governments	
City/County	Fiscal Year 1999 Turnover Rate
Texas	17.58%
Harris County	16% ²
Bexar County	14%
City of Austin	13.5% ³
Travis County	12.18%
City of Houston	11.53%
City of San Antonio	10.53%
City of Dallas	8.7%

Source: State Auditor's Classification Office

¹ Turnover rate does not include judicial or legislative branches, transfers between state agencies, layoffs due to reductions-in-force, term expiration of appointments, or temporary employees.

² Turnover rate is through first six months of calendar year 1999.

³ Turnover rate is for the last two fiscal years combined.

How Much Does Employee Turnover Cost the State?

Employee turnover costs to the State are significant. We conservatively estimate the cost of turnover in fiscal year 1999 to be between \$127 and \$254 million.

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

There are a number of widely ranging estimates of the cost of employee turnover. In a study conducted by the consulting firm Kepner-Tregoe, Inc., two-thirds of over 1,000 managers could not quantify the cost of employee turnover. Many of the costs of turnover are hidden and are difficult to calculate.

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

Which Agencies Have Had Significant Turnover and Why?

There were 15 agencies that reported a turnover rate of greater than 30 percent (excluding agencies with fewer than 20 employees). Last year, 19 agencies had turnover rates of over 30 percent, as shown in Table 3. Based on the reasons identified by these agencies, it is difficult to identify the specific reasons turnover was high at these agencies. The following table identifies the agencies (with more than 20 employees) that had the highest turnover and the most common reason for terminations.

Table 3

Agencies With Turnover Rates Exceeding 30 Percent					
Agency Number	Agency	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate	Most Common Reason for Terminations
234	Fourteenth Court of Appeals District, Houston	27.50	16	58.18%	Personal Reasons Not Related to Job
201	Supreme Court of Texas	55.00	28	50.91%	Reasons Unknown
223	Third Court of Appeals District, Austin	21.75	10	45.98%	Personal Reasons Not Related to Job
340	Department on Aging	26.00	11	42.31%	Personal Reasons Not Related to Job, Retirement, and Reasons Unknown
305	General Land Office and Veterans' Land Board	581.00	240	41.31%	Reduction-in-Force
479	State Office of Risk Management	90.25	37	41.00%	Reasons Unknown
225	Fifth Court of Appeals District, Dallas	39.00	14	35.90%	Reasons Unknown
694	Texas Youth Commission	3,935.00	1,400	35.58%	Personal Reasons Not Related to Job
313	Department of Information Resources	89.50	30	33.52%	Personal Reasons Not Related to Job
320	Texas Workforce Commission	3,870.25	1,244	32.14%	Personal Reasons Not Related to Job
301	Office of the Governor	179.25	57	31.80%	Personal Reasons Not Related to Job
655	Department of Mental Health and Mental Retardation	21,748.00	6,700	30.81%	Personal Reasons Not Related to Job
504	Board of Dental Examiners	22.75	7	30.77%	Reasons Unknown
308	State Auditor's Office	207.50	63	30.36%	Personal Reasons Not Related to Job
808	Historical Commission	79.25	24	30.28%	Personal Reasons Not Related to Job

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

As shown in Table 4, five agencies had very low turnover rates (under 10 percent) for the fiscal year.

Table 4

Agencies with a Turnover Rate Under 10 Percent				
Agency Number	Agency	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
356	Ethics Commission	27.00	2	7.41%
515	Board of Pharmacy	38.00	3	7.89%
458	Alcoholic Beverage Commission	493.00	42	8.52%
212	Texas Judicial Council Office of Court Administration	116.00	10	8.62%
601	Department of Transportation	14,257.00	1,403	9.84%

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

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

Section 6:

Which Jobs Do State Employees Leave the Most and Why?

The types of jobs state employees leave most often are in the employment, social services, procedures and information, legal, and medical/health fields; as shown in Table 5.

Table 5

Occupational Categories With the Highest Turnover Rates		
Occupational Category	Turnover Rate	Comments
Employment	42.61%	Employment Interviewers (48.46 percent) and Employment Specialists (34.24 percent) experienced significant turnover.
Social Services	27.08%	Social Service Supervisors (59.46 percent), Social Service Workers (51.03 percent), Community Service Aides (45.58 percent), Child Development Specialists (43.84 percent), Houseparents (41.50 percent), Mental Health and Mental Retardation Classifications (40.51 percent), Case Managers (36.66 percent), Community Care Workers (33.33 percent), Therapist Technicians (29.28 percent), and Caseworkers (28.27 percent) experienced significant turnover.
Procedures and Information	26.06%	Marketing Specialists (40.52 percent) and Information Specialists (27.03 percent) experienced significant turnover.
Legal	23.04%	Court Law Clerks (90.91 percent), Tax Attorneys-Comptroller (34.95 percent), and Hearings Examiners/Directors (30.25 percent) experienced significant turnover.
Medical and Health	21.86%	Licensed Vocational Nurses (32.05 percent) experienced significant turnover.

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

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

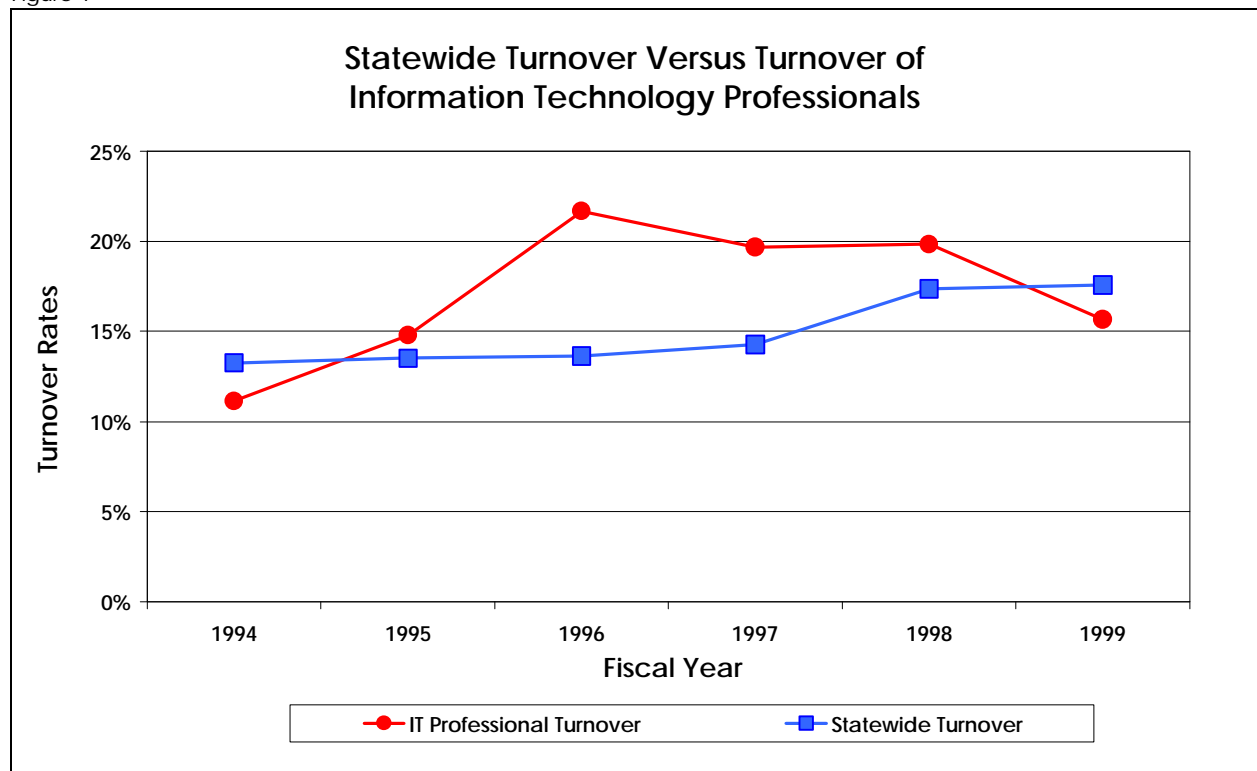
There continues to be much discussion about the State's loss of information technology professionals. While the turnover rate decreased significantly compared to last year, the loss of these employees continues to be problematic to agencies. (See Table 6 and Figure 1.)

Table 6

Turnover Rates of Information Technology Professionals (by Fiscal Year)						
Job Class Series	1999	1998	1997	1996	1995	1994
Database Administrator	15.89%	24.59%	22.61%	25.74%	17.33%	15.00%
Network Specialist	12.54%	19.17%	20.87%	21.82%	14.29%	11.89%
Programmer	23.40%	25.18%	27.05%	26.41%	25.88%	12.63%
Programmer Analyst	19.38%	30.74%	20.25%	23.34%	13.48%	11.26%
Systems Analyst	13.09%	14.48%	15.21%	16.48%	11.05%	10.64%
Systems Programmer	22.36%	29.63%	21.01%	31.58%	21.15%	5.49%
Telecommunications Specialist	18.87%	11.84%	20.77%	25.19%	10.71%	9.92%
Director of Automated Data Processing	-	-	14.68%	23.08%	8.59%	10.16%
Total Weighted Average	15.65%	19.84%	19.66%	21.68%	14.78%	11.13%

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

Figure 1



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

Only three agencies (with ten or more information technology professionals) experienced turnover rates of higher than 30 percent for their information technology (IT) professionals as shown in Table 7.

Table 7

Agencies With Turnover Rates Over 30 Percent for Information Technology Professionals			
Agency	Average Number Employed	Number of Terminations	Turnover Rate
Department of Information Resources	23.50	15	63.83%
Commission for the Blind	12.75	5	39.22%
Workers' Compensation Commission	43.75	14	32.00%

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

See Appendix 4 for complete breakdowns of IT turnover rates agency.

Nationally, it is likely that the shortage of IT professionals will continue. The Bureau of Labor Statistics (BLS) predicts that computer and data processing services will be the industry with the fastest employment growth, with projected growth of over 10 percent per year through the year 2008. BLS predicts that the four fastest growing occupations through the year 2008 will be (1) computer engineers, (2) computer support specialists, (3) systems analysts, and (4) database administrators. Each of these occupations is projected to have over 8 percent annual growth in employment.

Within Texas, this projected growth will be even more dramatic. Computerworld estimated a projected increase of 17 percent in permanent IT staff for the West South Central region. This is by far the highest growth of any of the nine regions in the United States. Also, in a survey by CorpTech, a company that tracks America's technology manufacturers, 240 (of the 2,065) emerging technology manufacturers in Texas projected an employment increase of 1,971 employees (5.5 percent increase over 1998).

According to the HOT Technologies Survey of Hewitt Associates, turnover of IT employees averages just below 16 percent, but some companies in the study reported rates as high as 35 percent. According to this survey, the most effective tools for attracting and retaining IT professionals are performance shares, stock grants, and retention bonuses. Non-monetary tools that were deemed effective include daily casual attire, alternative work schedules, and telecommuting options.

According to a survey by Davis and Neusch, a compensation and performance management consulting firm, the turnover rate for high tech companies was 16.4 percent. In this survey, information technology professionals ranked their top five priorities in descending order: challenge or responsibility, base pay, job atmosphere, benefits, and job stability.

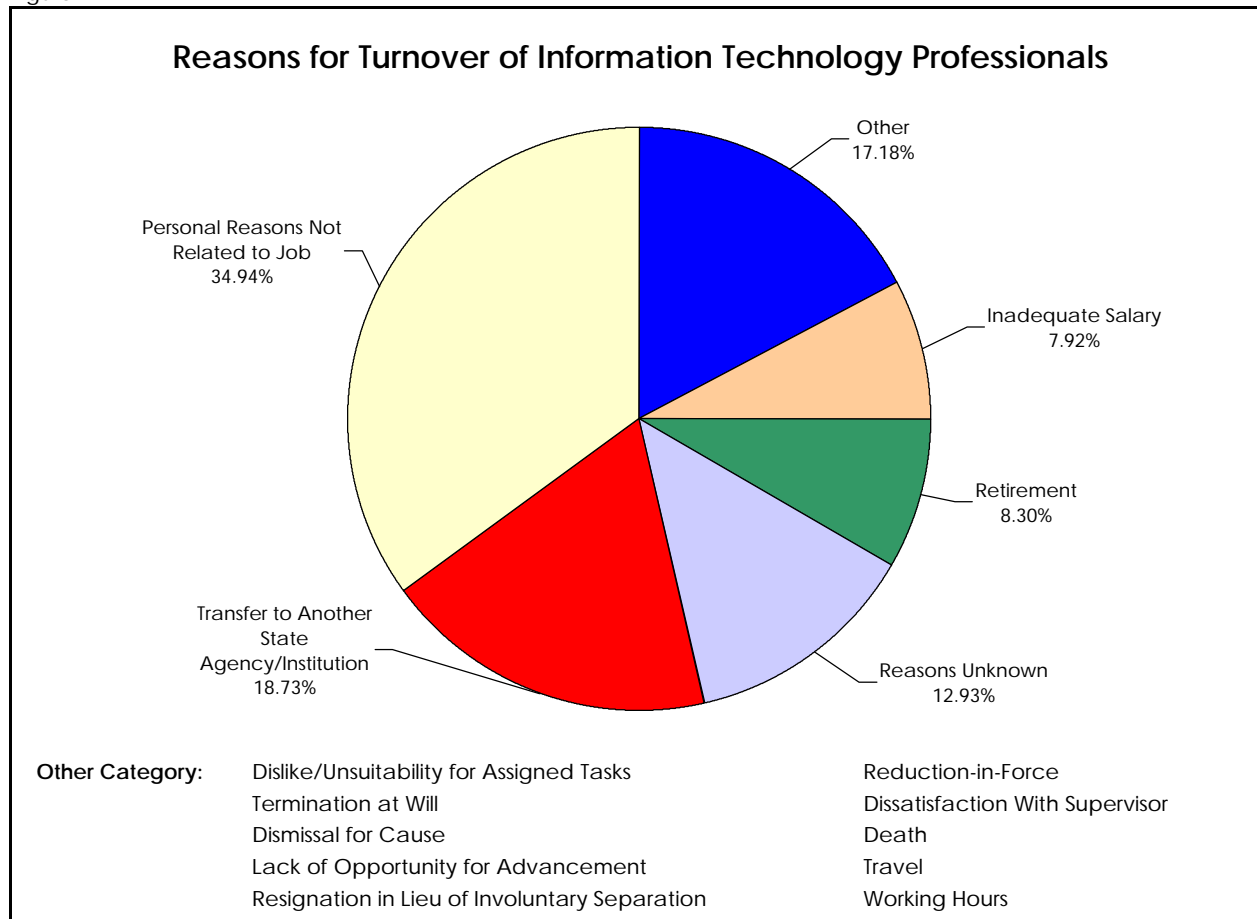
According to the Hay Group, IT professionals leave jobs to seek more career development and more enjoyment in work, including being assigned to more "interesting" projects. Over half of IT professionals leave for one of the following five reasons: career opportunity, enjoyment of work, reward, leadership, or availability of technology. See Figure 2 for the reasons state IT professionals leave state employment.

According to a survey by RHI consulting, 88 percent of 1,400 Chief Information Officers surveyed said flexible hours and other life-balancing programs are more important today than they were five years ago.

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

Because of the projected continued strong growth in this field in Texas and particularly in Austin, competition for these IT employees is expected to continue. According to the Society for Human Resource Management (SHRM), the four most common tactics to improve employee retention are healthcare benefits, new hire orientation, open communication policy, and salary increases. According to a study conducted by IPMA, the two major barriers to hiring IT professional staff are low base salaries and an inability to reward with bonuses and raises. These same two reasons were cited as the most common reasons for an inability to retain IT staff.

Figure 2



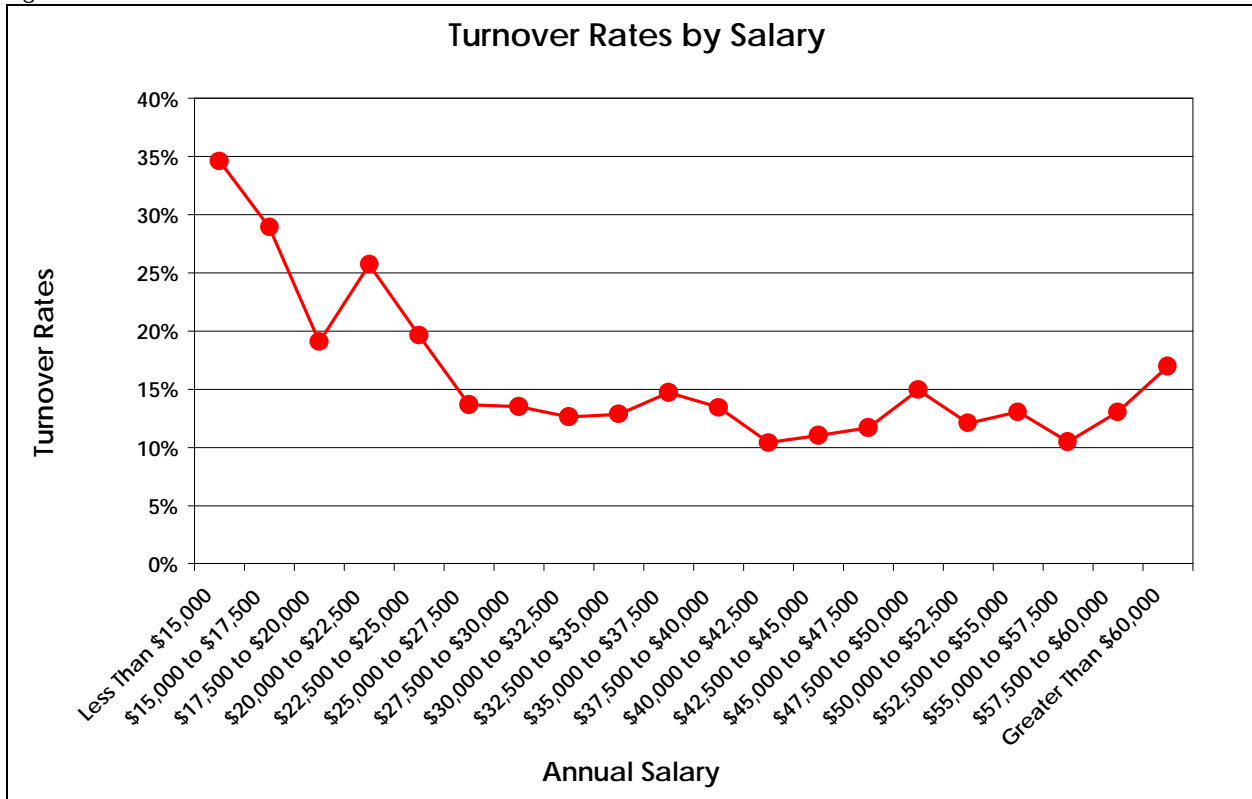
Source: Comptroller’s Human Resources Information System and Uniform Statewide Payroll/Personnel System

How Does Employee Salary Impact Turnover?

As Figure 3 shows, the lowest salaried employees had the higher overall turnover rates. This is similar to turnover rates nationwide, which show that Fair Labor Standards Act (FLSA) non-exempt employees have significantly higher turnover rates than FLSA exempt employees.

See Appendix 8 for the complete breakdown of turnover rates by salary.

Figure 3



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

The turnover rate for Schedule A employees was 21.17 percent, and the rate for Schedule B employees was 17.01 percent. The turnover rate for Schedule C employees, which covers law enforcement personnel, was 4.03 percent.

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

Employees in the lower levels of the pay group are more likely to terminate employment. Two-thirds of salary schedule A employees are paid below the midpoint of the salary range, yet these employees account for over 80 percent of employee terminations. (See Table 8.) This suggests that agencies are not fully utilizing all levels of the existing pay ranges.

Table 8

Turnover Rates by Pay Step Within Salary Schedule A		
Step in Salary Schedule A	Percentage of Employees in Schedule A ⁴	Percentage of Terminations From Salary Schedule A
01	36.25%	51.82%
02	13.70%	12.33%
03	9.73%	10.59%
04	6.48%	5.62%
05	3.30%	1.69%
06	23.60%	15.18%
07	2.53%	1.03%
08	1.73%	0.77%
09	2.20%	0.98%

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

Section 8:

What Are the Variances in Turnover by Length of State Service, Age, Gender, and Race?

There are no significant differences between the average length of state service time before employees voluntarily terminate employment when compared to other organizations. (See Table 9.) This suggests that there are no statewide problems with either the integration of new employees into the agency or maintaining the services of employees with significant state service time.

Table 9

Percentage of Terminations by Years of Service		
Years of Service	Percentage of Voluntary Terminations by Length of Service—Classified Regular Full-Time Texas State Employees	Percentage of Voluntary Terminations by Length of Service—Nationwide Average
0-1	27.79%	31%
1-3	27.61%	27%
3-5	14.09%	11%
5-10	17.15%	14%
Over 10	13.36%	17%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System and Saratoga Institute Human Resource Financial Report, 1999

The turnover rate is highest for employees under 30 and over 60 years old. For employees over 60, this is largely due to retirement. (See Table 10.) For employees under 30, the turnover rate is twice the State's average. To counteract this dramatically higher rate, agencies need to find creative retention measures, which may not be the same retention tools used for other employees.

⁴ Total does not equal 100 percent due to employees who are paid above the maximum of the range.

Table 10

Turnover Rates by Age			
Age	Average Headcount	Terminations	Turnover
16-30	26,861.25	9,268	34.50%
30-40	42,313.00	7,804	18.44%
40-50	43,978.75	5,389	12.25%
50-60	26,626.00	3,684	13.84%
Over 60	4,798.25	1,420	29.59%

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

The turnover rate for women is higher for women than it is for men. (See Table 11.) This can be partially explained by the fact there is a higher percentage of women in the lower salary groups, which have higher turnover rates. The reasons that men and women leave the State are fairly similar.

Table 11

Turnover Rates by Gender			
Gender	Average Headcount	Terminations	Turnover
Female	76,725.0	15,566	20.29%
Male	67,853.5	11,999	17.68%

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

The turnover rate for Blacks is significantly higher than for Hispanic or White employees. This can be partially explained by the fact there is a higher percentage of Blacks in the lower salary groups, which have higher turnover rates. (See Table 12.)

Table 12

Turnover Rates by Race			
Race	Average Headcount	Terminations	Turnover
Asian	1,622.25	339	20.90%
Black	27,718.75	6,311	22.77%
Hispanic	31,458.25	5,577	17.73%
Indian	699.00	158	22.60%
White	83,078.00	15,179	18.27%

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

Section 9:

What is the Turnover Rate for Employees Other Than Classified Regular Full-Time Employees?

The turnover rate of 45.45 percent for part-time employees is significantly higher than that for full-time employees. As expected, the temporary full- and part-time employees had the highest turnover rates of 303 percent and 135 percent respectively.

Compared to the rest of the State's turnover, the turnover rate of full-time exempt employees was very low. This low turnover of just over 7 percent is important, as these are largely the executive directors and top deputies.

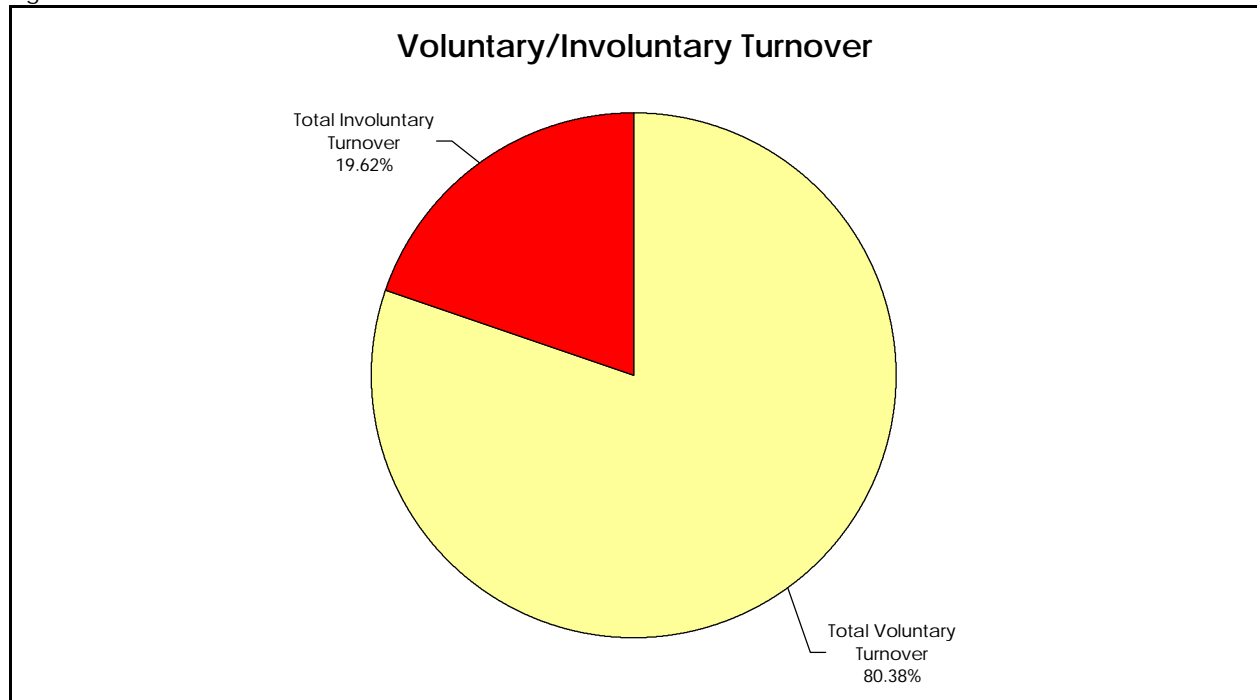
See Appendix 9 for the breakdown of turnover rate by employment type.

Section 10:

Why Do Employees Leave the State?

State employees primarily leave their positions voluntarily, and most claim their reasons are not related to the job. (See Figures 4 and 5.) The majority of the State's classified terminations (80.38 percent) were voluntary separations by the employee. Involuntary separations, (due to reductions-in-force, dismissal for cause, resignation in lieu of involuntary termination, termination at will, and death) accounted for the remaining classified terminations.

Figure 4



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

Based on the data reported by agencies, the main reason for agency terminations for fiscal year 1999 is "personal reasons not related to the job" (40.49 percent of total terminations). "Retirement" was the second most common reason for termination (9.11 percent). "Reasons Unknown" was the third highest reason for terminations and accounted for 8.91 percent of total agency separations.

The number of employees who left the State due to reductions-in-force (RIF) decreased significantly compared to the previous year. RIFs accounted for significant turnover at the following agencies: the Department of Mental Health and Mental Retardation (643 terminations, 9.60 percent of agency terminations); the Texas Workforce Commission (313 terminations, 25.16 percent of agency terminations); the

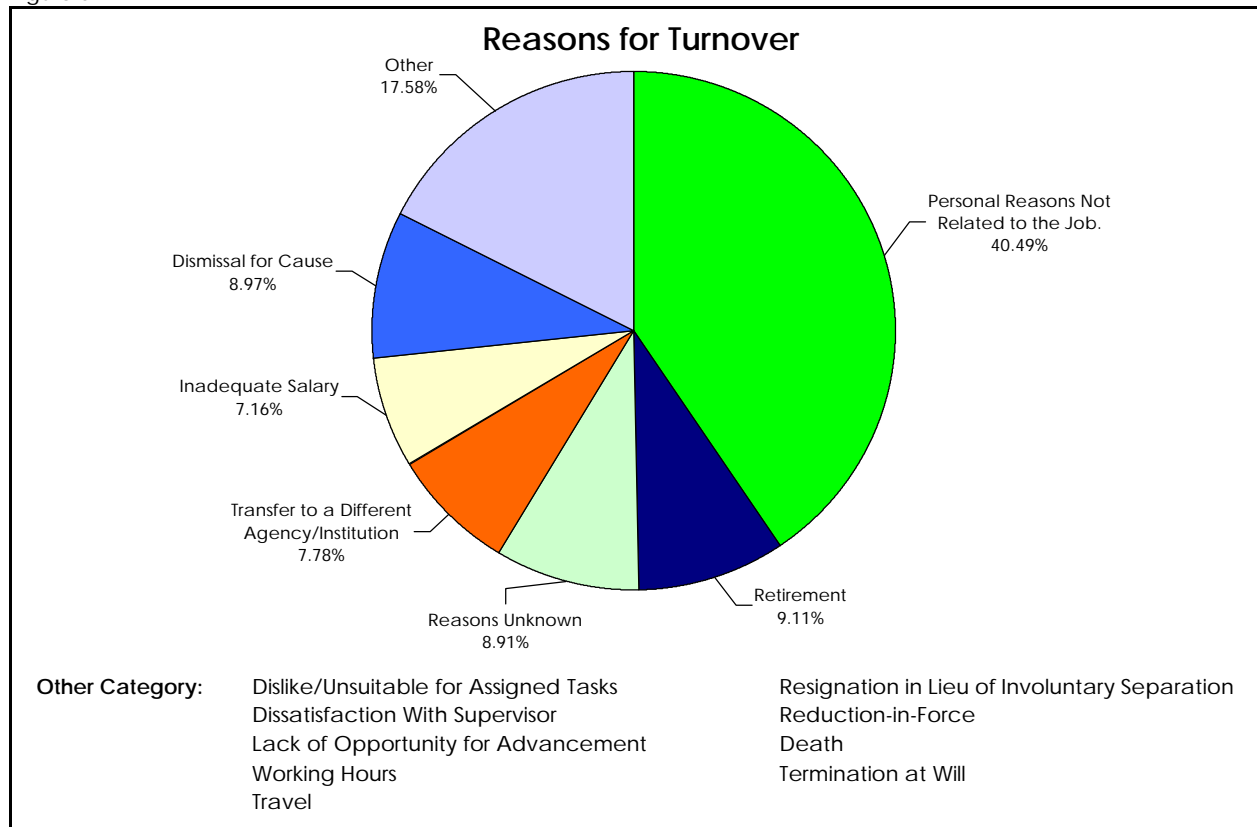
General Land Office (112 terminations, 67.07 percent of agency terminations); and the Department of Transportation (111 terminations, 7.91 percent of agency terminations).

Two studies analyzed reasons for turnover. “Personal reasons not related to the job” was not identified as a leading cause of turnover in one study and was identified as the eighth most important reason in the other. Both of these studies identified “inadequate salary” and “lack of opportunity” as two of the most common reasons for employee turnover. “Lack of recognition” was also cited. Figure 5 shows the reasons for State employee turnover.

Because of the prevalence of “personal reasons not related to the job” (40.49 percent of total statewide separations) as an explanation for state employee turnover, the State Auditor’s Office believes that agencies are using it as a catch-all category and that it does not accurately reflect the reality of employee separations.

The State Auditor’s Office believes that agencies are not aggressively and accurately collecting these data, because the main reasons identified are significantly different from the reasons identified by the studies of employee turnover. Additionally, anecdotal evidence suggests that these data are incomplete. This presents a clear problem in analyzing and recommending appropriate solutions for some of the turnover the State is experiencing.

Figure 5



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

| See Appendix 11 for the statewide summary of reasons employees terminate.

What Can the State Do to Reduce Turnover?

In order to reduce turnover, the State must make a coordinated effort that includes both monetary and non-monetary rewards.

According to a survey by Hewitt Associates, 69 percent of employers offered flexible scheduling arrangements last year compared to 58 percent in 1992.

A study of the insurance industry by the consulting firm Towers Perrin found that companies that create or maintain a highly loyal workforce have a significant competitive advantage. The factors which are important to employees' loyalty are: employees believe the company treats them fairly, the company considers their results, and the company shares financial success with them.

In a 1999 survey of recruiting practices by the Society for Human Resources Management and CCH, the most frequently used incentive for executives, managers, and line workers is employers' matching contributions to 401(k) plans. For executives, the next most frequently used tools are relocation assistance and year-end bonus plans. For managers and professionals, the next two most frequently used tools are educational assistance and relocation assistance. For line workers, educational assistance and casual dress are the most frequently used recruitment tools. More than half of respondents say they plan to add additional incentives within the next two years.

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

The only common factor identified by Towers Perrin, the Society for Human Resources Management and Manchester Partners International (all three levels of employees) was better compensation and benefits.

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

Objective, Scope, and Methodology

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

Prior to fiscal year 1994, statewide turnover for classified employees had been calculated including interagency transfers. This was done so that individual agency turnover rates would be comparable to the statewide rate. Since 1995, however, we have excluded interagency transfers from this calculation.

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

The average number of employees was computed by averaging the number of classified employees contained in each HRIS quarterly report for each of the four quarters of fiscal year 1999.

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

Robert Half International Survey

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

William M. Mercer, Inc. Survey

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

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Full-Time Classified Employee Turnover Rates by Agency

Full-Time Classified Employee Turnover Rates by Agency				
Agency Number	Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article I - General Government				
477	Advisory Commission on State Emergency Communications	17.25	2	11.59%
342	Aircraft Pooling Board	32.50	7	21.54%
352	Bond Review Board	7.50	2	26.67%
344	Commission on Human Rights	39.75	10	25.16%
813	Commission on the Arts	14.75	3	20.34%
304	Comptroller of Public Accounts	2,635.75	345	13.09%
313	Department of Information Resources	89.50	30	33.52%
327	Employees Retirement System	281.00	30	10.68%
356	Ethics Commission	27.00	2	7.41%
325	Fire Fighters' Pension Commissioner	4.00	1	25.00%
303	General Services Commission	724.00	167	23.07%
808	Historical Commission	79.25	24	30.28%
353	Incentive and Productivity Commission	5.00	2	40.00%
306	Library and Archives Commission	168.25	28	16.64%
333	Office of State-Federal Relations	10.50	4	38.10%
302	Office of the Attorney General	3,556.25	610	17.15%
301	Office of the Governor	179.25	57	31.80%
809	Preservation Board	70.25	20	28.47%
307	Secretary of State	223.00	31	13.90%
338	State Pension Review Board	4.00	0	0.00%
347	Texas Public Finance Authority	11.50	2	17.39%
403	Veterans Commission	76.75	10	13.03%
Article I Total		8,257.00	1,387.00	16.80%
Article II - Health and Human Services				
527	Cancer Council	6.75	2	29.63%
355	Children's Trust Fund of Texas Council	5.25	3	57.14%
335	Commission for the Deaf and Hard of Hearing	10.00	0	0.00%
318	Commission for the Blind	587.25	89	15.16%
517	Commission on Alcohol and Drug Abuse	218.25	28	12.83%
501	Department of Health	5,381.00	805	14.96%
324	Department of Human Services	14,836.75	2,548	17.17%
340	Department on Aging	26.00	11	42.31%
655	Department of Mental Health and Mental Retardation	21,748.00	6,700	30.81%
530	Department of Protective and Regulatory Services	6,182.00	1,213	19.62%
529	Health and Human Services Commission	162.75	26	15.98%
364	Health Professions Council	3.00	0	0.00%
532	Interagency Council on Early Childhood Intervention	54.75	9	16.44%
330	Rehabilitation Commission	2,378.50	379	15.93%
Article II Total		51,600.25	11,813	22.89%

Full-Time Classified Employee Turnover Rates by Agency				
Agency Number	Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article III - Education				
771	School for the Blind and Visually Impaired	228.50	37	16.19%
772	School for the Deaf	322.25	73	22.65%
705	State Board of Educator Certification	44.25	6	13.56%
323	Teacher Retirement System	373.75	51	13.65%
367	Telecommunications Infrastructure Fund Board	14.00	5	35.71%
701	Texas Education Agency	784.25	131	16.70%
Article III Total		1,767.00	303	17.15%
Article IV - Judiciary				
242	Commission on Judicial Conduct	10.75	3	27.91%
211	Court of Criminal Appeals	57.00	13	22.81%
204	Court Reporters Certification Board	1.00	0	0.00%
228	Eighth Court of Appeals District, El Paso	16.75	4	23.88%
231	Eleventh Court of Appeals District, Eastland	12.50	2	16.00%
225	Fifth Court of Appeals District, Dallas	39.00	14	35.90%
221	First Court of Appeals District, Houston	30.25	8	26.45%
234	Fourteenth Court of Appeals District, Houston	27.50	16	58.18%
224	Fourth Court of Appeals District, San Antonio	24.50	6	24.49%
229	Ninth Court of Appeals District, Beaumont	14.75	1	6.78%
213	Office of the State Prosecuting Attorney	2.50	1	40.00%
222	Second Court of Appeals District, Fort Worth	28.75	8	27.83%
227	Seventh Court of Appeals District, Amarillo	15.75	8	50.79%
226	Sixth Court of Appeals District, Texarkana	13.00	6	46.15%
243	State Law Library	7.00	0	0.00%
201	Supreme Court of Texas	55.00	28	50.91%
230	Tenth Court of Appeals District, Waco	12.25	4	32.65%
223	Third Court of Appeals District, Austin	21.75	10	45.98%
233	Thirteenth Court of Appeals District, Corpus Christi	22.50	5	22.22%
232	Twelfth Court of Appeals District, Tyler	12.00	2	16.67%
212	Texas Judicial Council Office of Court Administration	116.00	10	8.62%
Article IV Total		540.50	149	27.57%
Article V - Public Safety and Criminal Justice				
401	Adjutant General's Department	379.25	84	22.15%
458	Alcoholic Beverage Commission	493.00	42	8.52%
467	Board of Private Investigator and Private Security Agencies	38.25	10	26.14%
407	Commission on Law Enforcement Officer Standards and Education	42.00	8	19.05%
411	Commission on Fire Protection	32.00	5	15.63%
409	Commission on Jail Standards	18.25	8	43.84%
410	Criminal Justice Policy Council	19.50	10	51.28%
696	Department of Criminal Justice	40,411.25	6,944	17.18%

Full-Time Classified Employee Turnover Rates by Agency				
Agency Number	Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article V - Public Safety and Criminal Justice (cont'd)				
405	Department of Public Safety	6,709.75	723	10.78%
665	Juvenile Probation Commission	44.75	7	15.64%
474	Polygraph Examiners Board	1.00	1	100.00%
406	Texas Military Facilities Commission	30.00	6	20.00%
694	Texas Youth Commission	3,935.00	1,400	35.58%
Article V Total		52,154.00	9,248	17.73%
Article VI - Natural Resources				
554	Animal Health Commission	211.25	23	10.89%
551	Department of Agriculture	465.25	59	12.68%
305	General Land Office and Veterans' Land Board	581.00	240	41.31%
526	Low-Level Radioactive Waste Disposal Authority	9.00	11	122.22%
582	Natural Resource Conservation Commission	2,777.00	347	12.50%
802	Parks and Wildlife Department	2,456.75	275	11.19%
455	Railroad Commission of Texas	779.50	121	15.52%
579	Rio Grande Compact Commission	2.00	0	0.00%
592	Soil and Water Conservation Board	54.00	6	11.11%
580	Water Development Board	285.00	41	14.39%
Article VI Total		7,620.75	1,123	14.74%
Article VII - Business and Economic Development				
332	Department of Housing and Community Affairs	330.00	55	16.67%
362	Lottery Commission	300.25	56	18.65%
354	Aerospace Commission	1.75	1	57.14%
480	Department of Economic Development	173.00	40	23.12%
601	Department of Transportation	14,257.00	1,403	9.84%
320	Texas Workforce Commission	3,870.25	1,244	32.14%
Article VII Total		18,932.25	2,799	14.78%
Article VIII - Regulatory				
459	Board of Architectural Examiners	15.50	2	12.90%
502	Board of Barber Examiners	12.50	5	40.00%
508	Board of Chiropractic Examiners	5.00	0	0.00%
504	Board of Dental Examiners	22.75	7	30.77%
520	Board of Examiners of Psychologists	12.00	4	33.33%
503	Board of Medical Examiners	89.75	23	25.63%
507	Board of Nurse Examiners	46.00	12	26.09%
515	Board of Pharmacy	38.00	3	7.89%
456	Board of Plumbing Examiners	21.50	5	23.26%
464	Board of Professional Land Surveying	3.00	0	0.00%
457	Board of Public Accountancy	38.75	7	18.06%
460	Board of Registration for Prof. Engineers	21.00	5	23.81%

Full-Time Classified Employee Turnover Rates by Agency				
Agency Number	Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article VIII - Regulatory (cont'd)				
337	Board of Tax Professional Examiners	2.25	1	44.44%
578	Board of Veterinary Medical Examiners	8.00	0	0.00%
511	Board of Vocational Nurse Examiners	19.25	2	10.39%
505	Cosmetology Commission	40.75	7	17.18%
469	Credit Union Department	22.50	5	22.22%
451	Department of Banking	140.00	28	20.00%
454	Department of Insurance	966.25	158	16.35%
452	Department of Licensing and Regulation	124.00	26	20.97%
533	Executive Council Physical and Occupational Therapy Examiners	15.75	4	25.40%
449	Finance Commission of Texas	1.00	0	0.00%
513	Funeral Service Commission	14.75	9	61.02%
360	Office of Administrative Hearings	100.50	24	23.88%
359	Office of Public Insurance Counsel	14.50	4	27.59%
466	Office of the Consumer Credit Commissioner	45.50	5	10.99%
475	Office of the Public Utility Counsel	19.00	5	26.32%
514	Optometry Board	4.75	1	21.05%
473	Public Utility Commission	215.75	51	23.64%
476	Racing Commission	78.00	9	11.54%
329	Real Estate Commission	84.25	13	15.43%
478	Research and Oversight Council on Workers' Compensation	10.25	4	39.02%
450	Savings and Loan Department	13.25	3	22.64%
512	State Board of Podiatric Medical Examiners	3.00	0	0.00%
479	State Office of Risk Management	90.25	37	41.00%
312	State Securities Board	71.50	9	12.59%
472	Structural Pest Control Board	32.75	6	18.32%
453	Workers' Compensation Commission	1,038.00	196	18.88%
Article VIII Total		3,501.50	680	19.42%
Article X - Legislature				
308	State Auditor's Office	207.50	63	30.36%
Article X Total		207.50	63	30.36%

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

Appendix 3:

Full-Time Classified Employee Turnover Rates by Occupational Category

Full-Time Classified Employee Turnover Rates by Occupational Category			
Occupational Category	Average Number of Employees	Number of Terminations	Turnover Rate
Education	6.75	3	44.44%
Employment	1,736.75	740	42.61%
Social Services	29,548.75	8,001	27.08%
Procedures and Information	587.00	153	26.06%
Legal	2,344.00	540	23.04%
Medical and Health	4,940.00	1,080	21.86%
Criminal Justice	32,486.50	6,552	20.17%
Custodial and Domestic	4,310.50	866	20.09%
Planning, Research, and Statistics	871.50	163	18.70%
Administrative Support	20,169.25	3,584	17.77%
Human Resources	1,979.75	325	16.42%
Library and Records	195.00	32	16.41%
Insurance	394.25	61	15.47%
Information Technology	5,143.25	795	15.46%
Accounting, Auditing, and Finance	5,305.75	812	15.30%
Property Management and Purchasing	2,010.75	301	14.97%
Inspectors and Investigators	1,439.00	200	13.90%
Program Management	9,743.00	1,344	13.79%
Office Services	371.25	46	12.39%
Safety	291.25	36	12.36%
Maintenance	4,545.25	549	12.08%
Public Safety	603.25	63	10.44%
Engineering and Design	8,858.00	913	10.31%
Natural Resources	2,486.00	227	9.13%
Land Surveying, Appraising, and Utilities	335.25	22	6.56%
Law Enforcement	3,878.50	157	4.05%

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

Appendix 4:

Full-Time Classified Employee Turnover Rates for Information Technology Professionals by Agency

Full-Time Classified Employee Turnover Rates for Information Technology Professionals by Agency			
Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article I - General Government			
Advisory Commission on State Emergency Communications	4.75	0	0.00%
Bond Review Board	1.00	0	0.00%
Commission on Human Rights	2.00	0	0.00%
Commission on the Arts	2.00	1	50.00%
Comptroller of Public Accounts	583.50	70	12.00%
Department of Information Resources	23.50	15	63.83%
Employees Retirement System	37.25	4	10.74%
Ethics Commission	3.00	0	0.00%
General Services Commission	44.75	13	29.05%
Historical Commission	2.00	1	50.00%
Library and Archives Commission	7.75	2	25.81%
Office of the Attorney General	153.75	37	24.07%
Office of the Governor	2.25	3	133.33%
Secretary of State	17.75	3	16.90%
Article II - Health and Human Services			
Commission for the Blind	12.75	5	39.22%
Commission on Alcohol and Drug Abuse	9.50	3	31.58%
Department of Health	192.25	34	17.69%
Department of Human Services	388.75	51	13.12%
Department on Aging	2.00	0	0.00%
Department of Mental Health and Mental Retardation	148.75	16	10.76%
Department of Protective and Regulatory Services	76.75	16	20.85%
Health and Human Services Commission	7.50	0	0.00%
Health Professions Council	1.00	0	0.00%
Interagency Council on Early Childhood Intervention	1.00	0	0.00%
Rehabilitation Commission	75.75	8	10.56%
Article III - Education			
School for the Blind and Visually Impaired	3.00	0	0.00%
School for the Deaf	3.50	1	28.57%
Teacher Retirement System	38.25	6	15.69%
Telecommunications Infrastructure Fund Board	1.00	0	0.00%
Texas Education Agency	86.50	15	17.34%
Article IV - Judiciary			
Court of Criminal Appeals	1.00	0	0.00%
Eighth Court of Appeals District, El Paso	0.25	0	0.00%
Texas Judicial Council Office of Court Administration	9.00	1	11.11%

Full-Time Classified Employee Turnover Rates for Information Technology Professionals by Agency			
Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article V - Public Safety and Criminal Justice			
Adjutant General's Department	7.00	1	14.29%
Alcoholic Beverage Commission	10.75	2	18.60%
Board of Probation Investigators and Probation Security Agencies	0.75	1	133.33%
Commission on Law Enforcement Officer Standards and Education	2.25	1	44.44%
Commission on Fire Protection	3.00	2	66.67%
Commission on Jail Standards	1.00	0	0.00%
Criminal Justice Policy Council	3.00	3	100.00%
Department of Criminal Justice	90.75	17	18.73%
Department of Public Safety	141.50	11	7.77%
Juvenile Probation Commission	2.00	0	0.00%
Texas Youth Commission	48.75	10	20.51%
Article VI - Natural Resources			
Animal Health Commission	3.75	1	26.67%
Department of Agriculture	3.75	2	53.33%
General Land Office and Veterans' Land Board	39.50	10	25.32%
Natural Resource Conservation Commission	126.75	24	18.93%
Parks and Wildlife Department	38.25	6	15.69%
Railroad Commission of Texas	39.00	9	23.08%
Water Development Board	20.00	1	5.00%
Article VII - Business and Economic Development			
Department of Housing and Community Affairs	13.25	1	7.55%
Texas Lottery Commission	13.00	2	15.38%
Department of Economic Development	9.00	1	11.11%
Department of Transportation	381.00	34	8.92%
Texas Workforce Commission	208.50	36	17.27%
Article VIII - Regulatory			
Board of Medical Examiners	6.00	2	33.33%
Board of Nurse Examiners	1.00	0	0.00%
Board of Pharmacy	1.00	0	0.00%
Board of Public Accountancy	2.00	0	0.00%
Department of Banking	2.00	0	0.00%
Department of Insurance	64.50	15	23.26%
Department of Licensing and Regulation	5.50	1	18.18%
Office of Administrative Hearings	3.00	0	0.00%
Office of Public Insurance Counsel	1.00	0	0.00%
Public Utility Commission	5.50	2	36.36%
Racing Commission	2.00	0	0.00%
Real Estate Commission	2.00	0	0.00%
Research and Oversight Council on Workers' Compensation	0.25	1	400.00%

Full-Time Classified Employee Turnover Rates for Information Technology Professionals by Agency			
Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article VIII - Regulatory (cont'd)			
State Office of Risk Management	1.00	2	200.00%
State Securities Board	3.00	0	0.00%
Workers' Compensation Commission	43.75	14	32.00%
Article X - Legislature			
State Auditor's Office	17.00	1	5.88%

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

Full-Time Classified Employee Turnover Rates by Job Class Series

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Accounting, Auditing, and Finance			
Accountants	1,674.00	223	13.32%
Accounting Clerks	601.00	135	22.46%
Accounts Examiners	756.25	79	10.45%
Assistant State Auditors	121.25	49	40.41%
Auditors	968.50	126	13.01%
Budget Analysts	251.25	55	21.89%
Claims Officers	77.25	13	16.83%
Electronic Data Processing Audit Specialists	7.75	2	25.81%
Equity Traders	4.00	0	0.00%
Financial Analysts	5.00	0	0.00%
Financial Examiners	228.75	33	14.43%
Internal Auditors	175.00	35	20.00%
Investment Officers	5.50	0	0.00%
Management Auditors	203.50	38	18.67%
Portfolio, Asset Managers	34.00	6	17.65%
Retirement Officers	58.50	7	11.97%
Senior Enforcement Officers	1.00	0	0.00%
Taxpayer Compliance Officers	133.25	11	8.26%
Administrative Support			
Administrative Technicians	11,422.50	1,708	14.95%
Clerks/Clerical Supervisors	5,639.25	1,314	23.30%
Executive Assistants	389.50	72	18.49%
Secretaries	2,292.25	411	17.93%
Switchboard Operators/Supervisors	204.75	34	16.61%
Word Processing Operators	221.00	45	20.36%
Duplicating Machine Operators	19.25	2	10.39%
Reproduction Equipment Operators	177.00	27	15.25%
Microfilm Camera Operators	51.25	5	9.76%
Micrographics Technicians/Supervisors	38.25	1	2.61%
Claims Officers	80.50	13	16.15%
Staff Services Officers	377.00	45	11.94%
Criminal Justice			
Agriculture Specialists	37.25	4	10.74%
Correctional Officers	25,908.00	4,861	18.76%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Criminal Justice (cont'd)			
Correctional Transportation Officers	144.25	8	5.55%
Counsel Substitutes	121.50	12	9.88%
Industrial Supervisors	454.75	63	13.85%
Parole Officer/Supervisors	1,620.75	227	14.01%
Unit Agriculture Supervisors/Farm Managers	90.25	5	5.54%
Wardens	176.50	11	6.23%
Custodial and Domestic			
Barbers	2.50	3	120.00%
Building Custodians	1,049.75	222	21.15%
Canteen Managers	6.75	1	14.81%
Cooks	358.00	54	15.08%
Cosmetologists	22.25	2	8.99%
Food Service Workers/Managers	1,607.75	341	21.21%
Groundskeepers	134.75	36	26.72%
Housekeeping Supervisors/Managers	69.00	5	7.25%
Laundry Workers/Managers	663.00	98	14.78%
Security Officers	147.50	29	19.66%
Security Workers	237.75	73	30.70%
Sewing Room Workers/Managers	11.50	2	17.39%
Education			
Principals, Teachers, Supervisors	6.75	3	44.44%
Employment			
Appeals Referees	97.00	25	25.77%
Employment Interviewers	1,279.50	620	48.46%
Employment Specialists	201.50	69	34.24%
Interviewing Clerks	12.25	10	81.63%
Labor Market Analysts	48.50	10	20.62%
Unemployment Insurance Claims Specialists	29.00	3	10.34%
Unemployment Insurance Specialists	55.50	2	3.60%
Unemployment Tax Specialists	13.50	1	7.41%
Engineering and Design			
Drafters	1.00	0	0.00%
Engineering Aides	865.00	214	24.74%
Engineering Assistants	291.50	48	16.47%
Engineering Specialists	1,254.00	111	8.85%
Engineering Technicians	5,596.00	433	7.74%
Engineers	640.75	74	11.55%
Graphics Designers	77.75	11	14.15%
Interactive Graphics Technicians	40.50	7	17.28%
Project Design Assistants/Architects	91.50	15	16.39%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Human Resources			
Human Resources Management Clerks	426.75	116	27.18%
Human Resources Management Assistants	161.00	22	13.66%
Human Resources Management Officers	447.00	54	12.08%
Human Resources Management Technicians/Specialists	339.25	55	16.21%
Training Specialists	605.75	78	12.88%
Information Technology			
Automated Data Processing Equipment Operators/Supervisors	316.25	39	12.33%
Automated Data Processing Programmers	363.25	85	23.40%
Automated Data Processing Record Control Clerks	104.50	30	28.71%
Data Entry Operators/Supervisors	575.50	82	14.25%
Database Administrators	113.25	18	15.89%
Network Managers	470.50	59	12.54%
Programmer Analysts	500.50	97	19.38%
Systems Analysts	1,652.25	216	13.07%
Systems Programmers	80.50	18	22.36%
Systems Support Specialists	834.25	126	15.10%
Telecommunications Specialists	132.50	25	18.87%
Inspectors and Investigators			
Inspectors	659.75	80	12.13%
Investigators	739.75	117	15.82%
Sample Technicians	18.25	1	5.48%
Seed Analysts	21.25	2	9.41%
Insurance			
Actuaries	19.00	5	26.32%
Insurance Specialists	210.50	31	14.73%
Insurance Technicians	15.00	4	26.67%
Retirement Systems Benefits Specialists	128.50	17	13.23%
Unemployment Insurance Specialists	21.25	4	18.82%
Land Surveying, Appraising, and Utilities			
Appraisers	101.50	9	8.87%
Land Surveyors	22.75	4	17.58 %
Right of Way Agents	180.50	7	3.88%
Utility Specialists	30.50	2	6.56%
Law Enforcement			
Agents	145.00	4	2.76%
Agent Trainees	23.75	0	0.00%
Aircraft Pilots	5.00	0	0.00%
Captains	61.00	3	4.92%
Commanders	9.00	0	0.00%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Law Enforcement (cont'd)			
Corporals	179.75	7	3.89%
Game Wardens	241.25	8	3.32%
Game Warden Officers/Commanders	209.50	13	6.21%
Inspectors	12.00	1	8.33%
Internal Affairs Investigators	97.75	6	6.14%
Internal Affairs Trainees	2.00	0	0.00%
Lieutenants	162.25	5	3.08%
Majors	12.00	1	8.33%
Officers	50.00	4	8.00%
Senior Internal Affairs Investigators	22.00	0	0.00%
Sergeants	742.00	15	2.02%
State Capitol Security Police	123.00	7	5.69%
Trainees/Probationary Capitol	14.75	2	13.56%
Trainees/Probationary Game Wardens	12.50	0	0.00%
Trainees/Probationary Troopers	309.75	28	9.04%
Troopers	1,444.25	53	3.67%
Legal			
Administrative Law Judges	45.00	5	11.11%
Appellate Court Peace Officers	1.00	0	0.00%
Attorneys	1,326.50	283	21.33%
Benefit Review Officers	35.50	0	0.00%
Court Clerks	19.75	2	10.13%
Court Law Clerks	77.00	70	90.91%
Deputy Assistant Secretaries for Statutory Filings	1.00	0	0.00%
Deputy Clerks	65.25	16	24.52%
Hearings Examiners/Directors	29.75	9	30.25%
Hearings Officers	90.50	7	7.73%
Law Clerks, Office of the Attorney General	6.25	10	160.00%
Legal Assistants	269.75	57	21.13%
Legal Secretaries	228.25	67	29.35%
Members, Appeals Panel	11.50	1	8.70%
Ombudsmen, Workers' Compensation Commission	71.50	2	2.80%
State Judge Advocates	1.00	0	0.00%
Tax Attorneys, Comptrollers	25.75	9	34.95%
Title IV-D Masters	37.75	2	5.30%
Library and Records			
Archaeologists	19.75	3	15.19%
Archivists	12.25	1	8.16%
Exhibit Technicians	15.75	3	19.05%
Historians	5.00	4	80.00%
Librarians	106.50	16	15.02%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Library and Records (cont'd)			
Library Assistants	33.00	5	15.15%
Museum Curators	2.75	0	0.00%
Maintenance			
Air Conditioning and Boiler Operators	80.25	16	19.94%
Aircraft Mechanics	5.75	3	52.17%
Aircraft Pilots	35.50	3	8.45%
Electrical and Air Conditioning Mechanics	337.50	31	9.19%
Laborers	14.75	29	196.61%
Machinists	13.25	1	7.55%
Maintenance Assistants	21.50	2	9.30%
Maintenance Mechanics	1,113.75	165	14.81%
Maintenance Supervisors	1,215.00	113	9.30%
Motor Vehicle Mechanics/Supervisors	415.00	43	10.36%
Office Machine Service Technicians	16.50	2	12.12%
Plant Maintenance Managers	64.75	11	16.99%
Radio Communications Technicians	35.50	4	11.27%
Roadway Maintenance Supervisors	946.25	65	6.87%
Truck Drivers	230.00	61	26.52%
Medical and Health			
Chemists	24.50	3	12.24%
Clinical Pharmacologists	8.75	0	0.00%
Clinical Records Clerks/Technicians/Administrators	6.00	0	0.00%
Dental Assistants	31.00	8	25.81%
Dental Hygienists	31.00	4	12.90%
Dentists	22.25	2	8.99%
Dietitians	22.00	3	13.64%
Epidemiologists	43.25	3	6.94%
Laboratory Technicians	113.25	19	16.78%
Licensed Vocational Nurses	1,201.25	385	32.05%
Medical Aides	34.75	8	23.02%
Medical Specialists	127.75	18	14.09%
Medical Technicians	12.00	2	16.67%
Medical Technologists	60.75	11	18.11%
Microbiologists	164.75	20	12.14%
Nurses	1,602.00	372	23.22%
Nutritionists	102.25	19	18.58%
Orthopedic Equipment Technicians	46.50	8	17.20%
Pharmacists	81.25	10	12.31%
Pharmacy Technicians	71.00	19	26.76%
Physicians	73.50	14	19.05%
Psychologists	314.50	61	19.40%
Public Health Technicians	463.75	41	8.84%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Medical and Health (cont'd)			
Radiological Technologists	25.50	3	11.76%
Registered Therapist Assistants/Registered Therapists	231.25	44	19.03%
Respiratory Care Practitioners	7.00	0	0.00%
Veterinarians	18.25	3	16.44%
Natural Resources			
Chemists	95.00	19	20.00%
Conservation Outdoor Recreation Specialists	200.25	11	5.49%
Conservation Scientists	320.00	19	5.94%
Environmental Quality Specialists	960.75	91	9.47%
Fish and Wildlife Technicians	212.50	20	9.41%
Geologist Assistants/Geologists	102.75	10	9.73%
Hydrologist Assistants/Hydrologists	73.00	5	6.85%
Park Rangers	378.00	44	11.64%
Sanitarians	143.75	8	5.57%
Office Services			
Bindery Technicians	50.25	7	13.93%
Duplicating Machine Operators	18.75	2	10.67%
Microfilm Camera Operators	50.00	5	10.00%
Micrographics Technicians/Supervisors	38.00	1	2.63%
Photographers	20.25	1	4.94%
Printing Technicians	23.75	3	12.63%
Reproduction Equipment Operators	170.25	27	15.86%
Planning, Research, and Statistics			
Economists	32.25	11	34.11%
Planners	435.25	72	16.54%
Research Assistants/Specialists/Associates/ Managers	226.00	62	27.43%
Statisticians	144.50	17	11.76%
Statistical Clerks	33.50	1	2.99%
Procedures and Information			
Audio Visual Technicians/Directors	19.75	5	25.32%
Information Specialists	388.50	105	27.03%
Journalists	1.00	0	0.00%
Marketing Specialists	76.50	31	40.52%
Methods and Procedures Specialists	50.25	3	5.97%
State-Federal Relations Representatives	9.00	2	22.22%
Technical Writers	42.00	7	16.67%
Program Management			
Area Managers	19.25	6	31.17%
Managers/Directors	2,604.00	364	13.98%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Program Management (cont'd)			
Program Administrators/Directors of Programs	4,523.50	631	13.95%
Program Specialists	2,230.50	298	13.36%
Staff Services Officers	365.75	45	12.30%
Property Management			
Contract Technicians/Specialists	526.00	87	16.54%
Purchasers	799.00	100	12.52%
Purchasing Clerks	293.25	59	20.12%
Stock Clerks	309.75	44	14.21%
Warehouse Supervisors	82.75	11	13.29%
Public Safety			
Communications Center Operators/Specialists/ Shift Leaders	21.50	7	32.56%
Communications Electronic Technicians/Superintendents	1.00	0	0.00%
Crime Laboratory Evidence Technicians	19.75	4	20.25%
Criminalists/Supervising Criminalists	136.50	8	5.86%
Department of Public Safety Records Technicians	100.75	17	16.87%
Fingerprint Technicians/Supervisors	47.50	8	16.84%
Fire-Crash Rescue Specialists	24.25	4	16.49%
Latent Print Technicians	3.75	0	0.00%
Photographers	5.00	0	0.00%
Police Communications Operators/Supervisors	243.25	15	6.17%
Safety			
Deputy State Fire Marshals	49.50	7	14.14%
Risk Management Specialists/Risk Managers	47.50	10	21.05%
Safety Officers/Managers	194.25	19	9.78%
Social Services			
Adult Protective Services Specialists	302.50	28	9.26%
Case Managers	373.75	137	36.66%
Case Review Specialists	24.25	2	8.25%
Caseworkers	566.00	160	28.27%
Chaplaincy Services Assistants/Chaplains	161.25	10	6.20%
Chemical Dependency Counselors	197.75	41	20.73%
Child Development Specialists	18.25	8	43.84%
Child Protective Services Specialists	2,984.50	758	25.40%
Child Support Officers	882.00	112	12.70%
Child Support Technicians	474.50	69	14.54%
Clinical Social Workers	239.50	43	17.95%
Commission for the Blind Classes	6.00	0	0.00%
Community Care Workers	45.00	15	33.33%
Community Service Aides	283.00	129	45.58%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Social Services (cont'd)			
Coordinators of Rehabilitation	31.25	1	3.20%
Disability Determination Officers	79.00	13	16.46%
Disability Examiners	339.75	46	13.54%
Disability Services Technicians	96.25	20	20.78%
Houseparents	419.25	174	41.50%
Human Services Specialists	7,475.25	1,226	16.40%
Institutional Licensing Representatives	10.00	2	20.00%
Interpreters	11.25	1	8.89%
Medical Caseworkers/Psychiatric Caseworkers	1.75	1	57.14%
Mental Health and Mental Retardation Classes	8,425.00	3,413	40.51%
Printing Technicians	4.00	5	125.00%
Qualified Mental Retardation Professionals	273.00	45	16.48%
Quality Control Analysts/Field Managers	90.00	8	8.89%
Recreation Supervisors/Program Managers	148.25	28	18.89%
Rehabilitation Caseworkers	48.00	5	10.42%
Rehabilitation Services Technicians	687.25	129	18.77%
Rehabilitation Teachers	120.00	25	20.83%
Rehabilitation Technicians	102.25	18	17.60%
Social Service Case Analysts	227.50	26	11.43%
Social Service Program Consultants	111.50	9	8.07%
Social Service Supervisors	18.50	11	59.46%
Social Service Workers	925.00	472	51.03%
Social Services Technicians	725.50	111	15.30%
Therapist Technicians	1,875.00	549	29.28%
Veterans Assistants Counselors/Supervisors	45.75	6	13.11%
Vocational Rehabilitation Counselors	604.75	128	21.17%
Volunteer Services Coordinators/Chiefs	95.50	17	17.80%

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

Full-Time Classified Employee Turnover Rates by Salary Group

Full-Time Classified Employee Turnover Rates by Salary Group			
Salary Group	Average Number of Employees	Number of Terminations	Turnover Rate
A02	688.00	303	44.04%
A03	2,163.00	1,356	62.69%
A04	646.25	170	26.31%
A05	6,374.25	2,114	33.16%
A06	8,930.75	2,290	25.64%
A07	4,947.75	1,675	33.85%
A08	6,587.75	1,223	18.56%
A09	6,473.50	1,958	30.25%
A10	2,943.25	579	19.67%
A11	28,372.50	4,423	15.59%
A12	3,281.25	277	8.44%
A13	5,288.75	667	12.61%
A14	2,570.75	241	9.37%
A15	2,427.00	272	11.21%
A16	1,585.25	134	8.45%
A17	201.25	11	5.47%
A18	182.25	18	9.88%
Schedule A Total	83,663.50	17,711	21.17%
B01	37.50	16	42.67%
B02	1,348.00	690	51.19%
B03	1,892.00	632	33.40%
B04	5,308.75	1,253	23.60%
B05	6,171.75	795	12.88%
B06	4,333.00	772	17.82%
B07	5,400.75	870	16.11%
B08	6,225.75	980	15.74%
B09	5,331.75	787	14.76%
B10	5,038.00	710	14.09%
B11	3,845.00	501	13.03%
B12	3,867.00	572	14.79%
B13	3,840.00	530	13.80%
B14	643.25	75	11.66%
B15	1,478.00	166	11.23%
B16	835.50	103	12.33%
B17	453.25	72	15.89%
B18	311.75	45	14.43%
B19	347.75	80	23.01%
B20	82.25	16	19.45%
B21	134.00	20	14.93%
B22	50.25	6	11.94%
Schedule B Total	56,975.25	9,691.00	17.01%

Full-Time Classified Employee Turnover Rates by Salary Group			
Salary Group	Average Number of Employees	Number of Terminations	Turnover Rate
C01	362.75	30	8.27%
C02	702.00	19	2.71%
C03	295.25	14	4.74%
C04	297.50	9	3.03%
C05	262.75	6	2.28%
C06	657.50	36	5.48%
C07	949.00	25	2.63%
C08	209.50	7	3.34%
C09	122.50	8	6.53%
C10	39.75	3	7.55%
Schedule C Total	3,898.50	157	4.03%

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

Appendix 7:

Full-Time Classified Employee Turnover Rates by Salary Schedule A Pay Step

Full-Time Classified Employee Turnover Rates by Salary Schedule A Pay Step			
Pay Step	Average Number of Employees	Number of Terminations	Classified Turnover Rate
01	30,668.75	9,177	29.92%
02	11,461.75	2,183	19.05%
03	8,082.00	1,876	23.21%
04	5,325.75	996	18.70%
05	2,792.50	299	10.71%
06	19,957.50	2,688	13.47%
07	2,045.50	182	8.90%
08	1,481.50	137	9.25%
09	1,843.75	173	9.38%

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

Appendix 8:

Full-Time Classified Employee Turnover Rates by Salary

Full-Time Classified Employee Turnover Rates by Salary			
Salary	Average Number of Employees	Number of Terminations	Turnover Rate
Less Than \$15,000	10,350.75	3,582	34.61%
\$15,000 to \$17,500	16,137.00	4,670	28.94%
\$17,500 to \$20,000	15,608.00	2,978	19.08%
\$20,000 to \$22,500	14,922.25	3,841	25.74%
\$22,500 to \$25,000	13,848.00	2,717	19.62%
\$25,000 to \$27,500	23,808.00	3,254	13.67%
\$27,500 to \$30,000	10,858.50	1,468	13.52%
\$30,000 to \$32,500	6,437.25	813	12.63%
\$32,500 to \$35,000	6,324.50	814	12.87%
\$35,000 to \$37,500	4,287.75	631	14.72%
\$37,500 to \$40,000	3,715.25	499	13.43%
\$40,000 to \$42,500	4,190.50	436	10.40%
\$42,500 to \$45,000	1,912.25	211	11.03%
\$45,000 to \$47,500	1,831.50	214	11.68%
\$47,500 to \$50,000	1,411.50	211	14.95%
\$50,000 to \$52,500	1,000.25	121	12.10%
\$52,500 to \$55,000	1,562.75	204	13.05%
\$55,000 to \$57,500	429.25	45	10.48%
\$57,500 to \$60,000	421.50	55	13.05%
Greater Than \$60,000	1,584.75	269	16.97%
Unknown	3,939.25	532	13.51%

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

Turnover Rates for Employees Other Than Classified Regular Full-Time

Turnover Rates for Employees Other Than Classified Regular Full-Time			
Employee Type	Average Number of Employees	Number of Terminations	Turnover Rate
Classified Regular Part-Time	2,206.75	1,003	45.45%
Classified Temporary Full-Time	638.50	1,933	302.74%
Classified Temporary Part-Time	226.50	306	135.10%
Exempt Regular Full-Time	938.50	66	7.03%
Exempt Regular Part-Time	400.00	67	16.75%
Unclassified Exempt Full-Time	66.00	2	3.03%
Unclassified Regular Full-Time	4,150.00	804	19.37%
Unclassified Regular Part-Time	1,265.50	743	58.71%
Unclassified Temporary Full-Time	92.25	152	164.77%
Unclassified Temporary Part-Time	29.50	42	142.37%

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

Appendix 10:

Reasons State Employees Terminate Employment

Reasons State Employees Terminate Employment										
Reason	Fiscal Year 1999		Fiscal Year 1998		Fiscal Year 1997		Fiscal Year 1996		Fiscal Year 1995	
	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations
Personal Reasons Not Related to the Job	11,162	40.49%	10,670	38.90%	8,667	41.32%	8,295	31.46%	8,065	40.96%
Retirement	2,511	9.11%	2,923	10.66%	857	4.09%	1,280	4.85%	2,362	12.00%
Reasons Unknown	2,456	8.91%	2,158	7.87%	1,784	8.50%	1,697	6.44%	1,563	7.94%
Transfer to a Different Agency/Institution	2,144	7.78%	2,123	7.74%	2,279	10.86%	8,286	31.43%	1,851	9.40%
Inadequate Salary	1,973	7.16%	2,173	7.92%	1,976	9.42%	1,706	6.47%	1,682	8.54%
Dislike/Unsuitable for Assigned Tasks	1,273	4.62%	1,084	3.95%	1,047	4.99%	995	3.77%	832	4.23%
Dissatisfaction With Supervisor	322	1.17%	343	1.25%	273	1.30%	239	0.91%	279	1.42%
Lack of Opportunity for Advancement	181	0.66%	217	0.79%	220	1.05%	193	0.73%	182	0.92%
Working Hours	88	0.32%	102	0.37%	65	0.31%	50	0.19%	43	0.22%
Travel	46	0.17%	30	0.11%	25	0.12%	37	0.14%	42	0.21%
Total Voluntary Turnover	22,156	80.38%	21,823	79.55%	17,193	81.96%	22,778	86.39%	16,901	85.84%
Dismissal for Cause	2,472	8.97%	2,147	7.83%	1,802	8.59%	1,180	4.48%	1,459	7.41%
Resignation in Lieu of Involuntary Separation	1,416	5.14%	1,219	4.44%	1,043	4.97%	796	3.02%	554	2.81%
Reduction-in-Force	1,224	4.44%	1,997	7.28%	756	3.60%	1,410	5.35%	571	2.90%
Death	201	0.73%	246	0.90%	183	0.87%	201	0.76%	204	1.04%
Termination at Will	96	0.35%	NA	NA	NA	NA	NA	NA	NA	NA
Total Involuntary Turnover	5,409	19.62%	5,609	20.45%	3,784	18.04%	3,587	13.61%	2,788	14.16%

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

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