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Key Points of Report

An Annual Report on Full-Time Classified State Employee Turnover for Fiscal Year 2000

December 2000

Overall Conclusion

The statewide turnover rate for fiscal year 2000 was 18.93 percent for full-time classified state employees. The State's rate is higher than the average rate of state governments bordering Texas (16.23 percent), the federal government (14.90 percent), local governments (11.97 percent), and the national private sector (15 percent).

We conservatively estimate the total cost of turnover for the State in fiscal year 2000 to be \$262 million.

Research suggests that the best strategies to retain employees are strong programs in healthcare benefits, competitive salaries, flexible work schedules, and training and educational opportunities. A concerted effort of both monetary and non-monetary rewards and benefits helps reduce turnover.

Key Facts and Findings

- Employee turnover was highest in classifications in the lower salary groups.
- The types of jobs state employees leave most often are in the education, social services, medical and health, criminal justice, and legal fields.
- The State Auditor's Office believes that state agencies are not aggressively and accurately collecting data on the reasons employees are leaving. Nationwide research suggests that common reasons people leave employment are inadequate salary and lack of advancement opportunities; however, state agencies reported "personal reasons not related to the job" (39.18 percent) as the main explanation for state employee turnover.
- The State can expect a higher number of employees than usual to retire within the next five years. The Employees Retirement System predicts that 24,000 contributing members will be eligible to retire by 2005 compared to the 3,582 that were eligible in 2000.

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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 2000 was 18.93 percent, based on an average of 140,250 employees and a total of 26,543 terminations. We conservatively estimate the cost of turnover to the State in fiscal year 2000 to be \$262 million. This cost includes training and orientation, recruitment, selection, and lower productivity while the position is vacant and while the new employee is learning the job.

Although the turnover rate decreased in the early 1990s, it has been rising steadily since 1994. In 10 years, the turnover rate has increased more than 1.5 times. The steady increase in the turnover rate may accelerate as the State's aging workforce approaches retirement. In fiscal year 2000, 2,970 employees retired, but predictions for the next five years indicate that the number of retiring employees will steadily increase.

In addition, the State continues to have a higher turnover rate than other entities, including state governments bordering Texas, the federal government, local governments, and the private sector.

Two factors that most likely contribute to the State's increasing employee turnover rate are the strong economy and compensation issues. Texas is experiencing some of the lowest unemployment rates in years, and the Austin unemployment rate is the lowest it has been in 10 years.¹ Every industry is feeling the pull of low unemployment and the low number of qualified applicants, especially for high skill level jobs.²

In salary compensation, the State currently lags behind the market. Salary structures nationwide have increased 33 percent for all industries in the past 10 years, according to the World at Work; however, the State's salary schedules have increased only 15 percent over the same period.

Certainly, not all employee turnover is bad. Turnover can allow employers to shed lower-performing employees and hire high-performing employees. However, when employers start to lose their high-performing employees and turnover starts to impede the organization's business strategy, it can have detrimental consequences.

Over the past five years, the turnover rate has decreased for the State's Information Technology Occupational Category. In fiscal year 1996, the turnover rate for this occupational category was 23.47 percent. The turnover rate for fiscal year 2000 is 16.32 percent. This rate is lower than the overall state average; therefore, the turnover rate within the Information Technology Occupational Category is not discussed in detail within the report.

¹ "Public Service Losing Your Talent to Dot-Coms," *Austin American Statesman*, June 15, 2000.

² Vanscoy, Kayte, "The Hiring Crisis," *SmartBusiness Magazine*, July 2000, page 86.

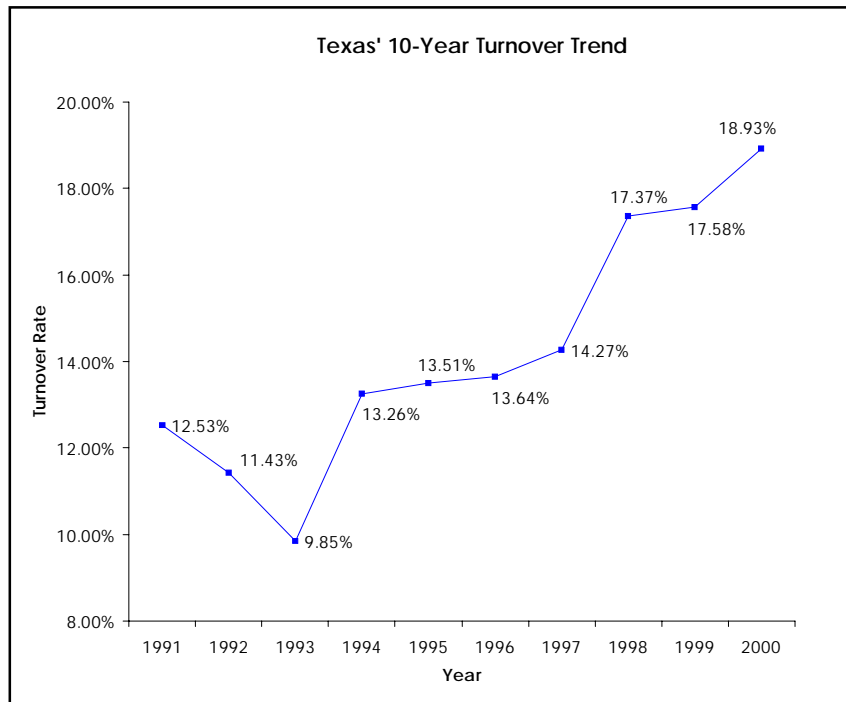
More than 90 percent of respondents to a major salary survey indicated that they were concerned with the attraction and retention of key talent.³ Any effort to reduce statewide or agency employee turnover would require leaders to focus on employee motivation, including both monetary and non-monetary rewards. Surveying current employees to determine the reason they stay with the State in addition to the major reasons that employees leave state government would provide valuable insights to guide efforts to decrease the turnover rate.

The State Employee Turnover Rate Has Risen Steadily Since 1994

The statewide turnover rate for full-time classified state employees for fiscal year 2000 was 18.93 percent, based on an average of 140,250 employees and a total of

26,543 terminations. Although the turnover rate decreased in the early 1990s, it has been rising steadily since 1994. In 10 years, the turnover rate has increased more than 1.5 times (see Figure 1).

Figure 1



The steady increase in turnover is likely to continue considering the State's aging workforce. Over 50 percent of the State's workforce is 40 years of age or older. The State's workforce will be drastically altered when these employees retire. Research conducted at the Rockefeller Institute of Government indicates that 42 percent of the 15.7 million people working for state and local government in 1999 were between 45 and 64 years old. With these

projections, two-fifths of state and local government employees will be eligible to retire in the next 15 years.⁴ The State will not be immune to losing employees for this

Average Age and Length of Service

Full-Time Classified: 42 years
Length of Service: 7.76 years

Source: Comptroller of Public Accounts' Human Resources Information System

reason. In fiscal year 2000, the Employees Retirement System predicted that 3,582 contributing members would be eligible for retirement. In that same fiscal year, retirement accounted for about 10 percent of turnover (2,970 employees retired) for full-time classified employees. The Employees Retirement System predicts that 12,000 contributing members will be eligible to retire in 2001, and more than 24,000 will be eligible to retire by 2005.

³ *World at Work's 2000-01 Total Salary Increase Budget Survey.*

⁴ Walters, Johnathan, "The Employee Exodus," *Governing*, March 2000, pp. 36-38.

In light of these numbers, retaining the knowledge and talent of the State's workforce will be even more critical.

Eight Percent of Total State Turnover Resulted From Interagency Transfers

Our statewide analysis of turnover above includes only employees who leave state government. However, 8 percent of the positions vacated during fiscal year 2000 involved interagency transfers. Small agencies with fewer than 50 employees often lose employees to large agencies that can offer greater opportunities for advancement or higher salaries.

The largest percentages of interagency transfers occurred in the following occupational areas:

- Accounting, Audit, and Finance
- Administrative Support
- Human Resources
- Information Technology
- Legal
- Planning, Research, and Statistics
- Procedures and Information

Most Employees Cite Personal Reasons When Leaving State Jobs

Based on the data reported by agencies, the main reason for agency terminations for fiscal year 2000 is "personal reasons not related to the job" (39.18 percent of total terminations). "Retirement" was the second most common reason for termination (10.29 percent). "Reasons Unknown" was the third highest reason for terminations and accounted for 8.67 percent of total agency separations.

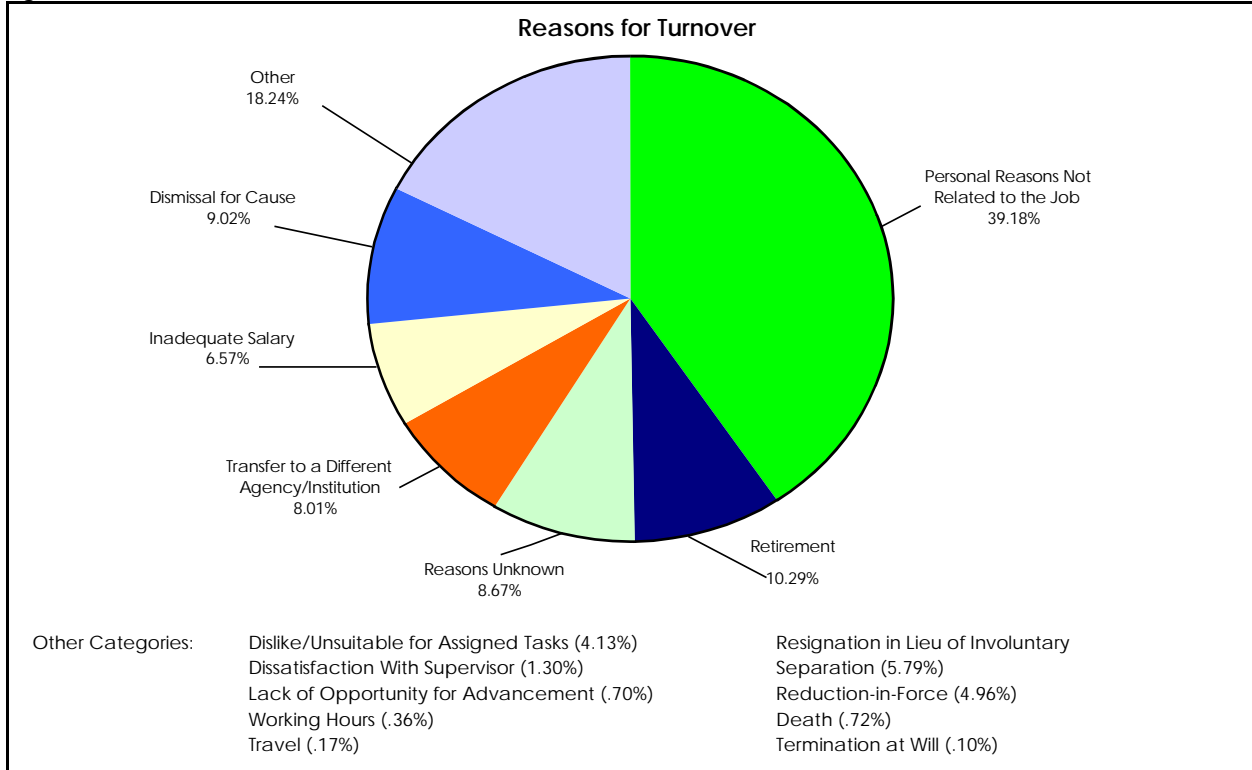
The percentage of employees who left state employment involuntarily due to dismissal for cause, termination at will, or resignation in lieu of termination totaled 14.91 percent. The high number of terminations in these categories may indicate that agencies are effectively managing employee performance issues once they are identified. On the other hand, it may indicate that agencies need to improve their selection, training procedures, or management practices.

Reductions-in-force accounted for approximately 5 percent of terminations. These terminations occurred mainly at the Adjutant General's Department, the Commission on Alcohol and Drug Abuse, and the Department of Mental Health and Mental Retardation.

A 1999 survey conducted by Thomas Staffing, a leading staffing service, found that the top two reasons for employees leaving were opportunities and higher salaries elsewhere. Another study conducted by Robert Half International found that the top three reasons employees left employment were limited opportunities for advancement, lack of recognition, and inadequate salary and benefits. Finally, William M. Mercer

conducted a study that cited compensation and career development as the top two reasons for employee turnover. Figure 2 shows the reasons for state employee turnover. Because of the prevalence of “personal reasons not related to the job” 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 real reasons people leave state employment.

Figure 2



Source: Comptroller of Public Accounts’ Human Resources Information System and Uniform Statewide Payroll/Personnel System

Additionally, the State Auditor’s Office believes that agencies are not aggressively and accurately collecting these data. Without accurate data, analyzing and recommending appropriate solutions for the State’s turnover becomes difficult. A thorough exit interview process conducted at each agency could better ascertain the reasons for separation.

Salary Schedule A - includes paraprofessional, administrative support, maintenance, service, and technician positions. This pay structure consists of nine steps within each salary group.

Salary Schedule B - includes professional and managerial positions that are likely to possess theoretical knowledge acquired from college training or work experience that provides comparable knowledge. This pay structure is designed as an open range system.

Salary Schedule C - includes only officers licensed by the Texas Commission on Law Enforcement Officers Standards and Education.

See Appendix 8 for the complete breakdown of turnover rate by voluntary and involuntary turnover.

Salaries are often cited as a major reason for employee turnover. Employees with the lowest salaries did have higher overall turnover rates. The turnover rate for Schedule A employees was 24.01 percent, and the rate for Schedule B employees was 16.97 percent. The turnover rate for Schedule C employees

was 5.05 percent. (See Appendix 6 for the complete breakdown of turnover rate by salary group.)

For Salary Schedule A, the turnover rate was highest among employees in salary groups A11 and below (maximum salary of \$29,232). For Salary Schedule B, the turnover rate was highest among salary groups B4 and below (salary maximum \$31,068). The highest turnover rate of any salary group was B1 (salary maximum \$25,932), which experienced a turnover rate of over 100 percent. Job classes that fall in the B1 salary group are Statistician I, Inspector I, Law Clerk I, Caseworker I, and Child Development Specialist I.

Employees who are paid below the midpoint of their salary ranges are more likely to leave than those who are compensated above the midpoint in both Salary Schedules A and B (see Tables 1 and 2).

Table 1

Turnover Rate by Pay Step Within Salary Schedule A		
Step in Salary Schedule	Average Number of Employees	Percentage of Terminations
1	29,002.75	49.57%
2	10,0823.75	13.10%
3	8,382.00	11.87%
4	5,109.75	5.87%
5 (Midpoint)	2,869.50	2.02%
6	16,653.00	14.16%
7	2,113.50	1.14%
8	1,452.25	0.96%
9	2,051.50	1.31%

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

Table 2

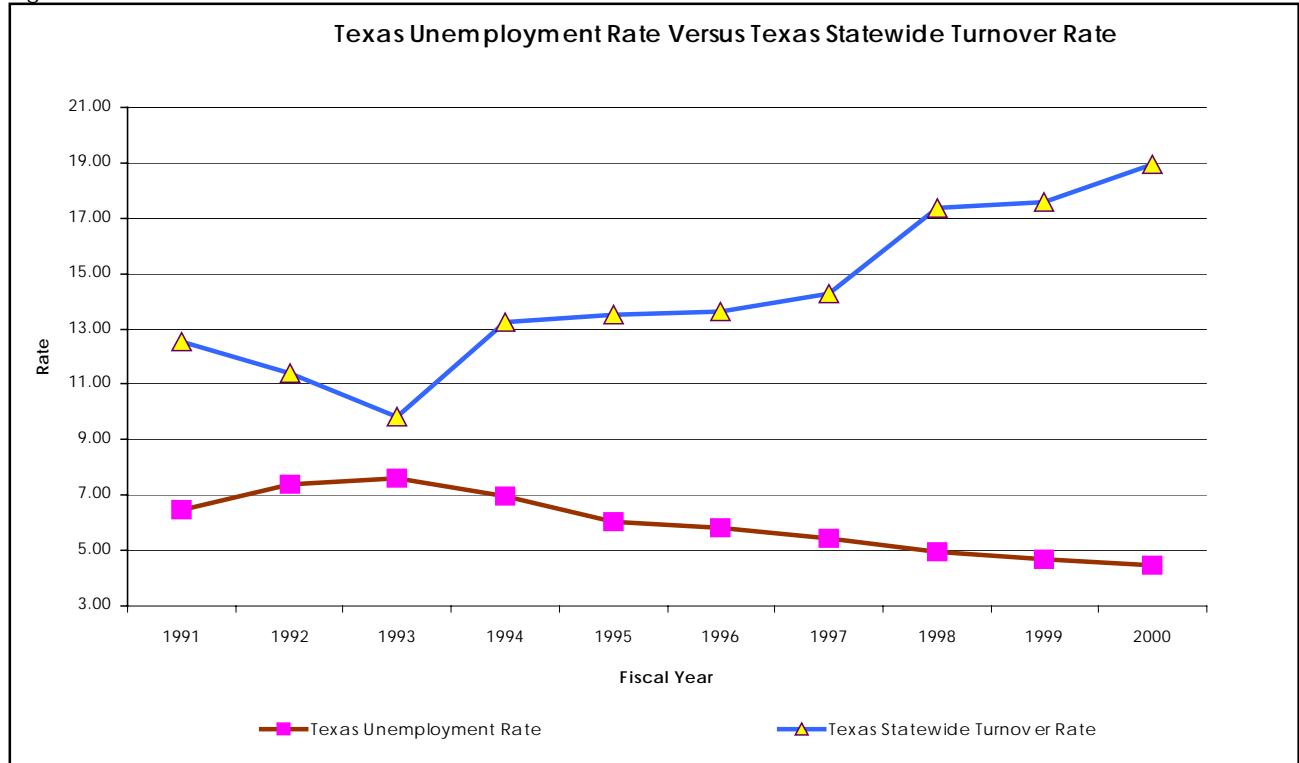
Turnover Rate by Quartile Within Salary Schedule B		
Quartile in Salary Schedule	Average Number of Employees	Percentage of Terminations
1	31,320.25	64.02%
2	11,102.75	15.41%
3	7,791.75	10.66%
4	7,264.75	9.81%

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

A Strong Economy and Low Salaries Contribute to the State's Increasing Turnover Rate

Two factors that most likely contribute to the State's increasing employee turnover rate are the strong economy and compensation issues. Texas is experiencing some of

Figure 3



the lowest unemployment rates in years. The state unemployment rate began a downward trend in fiscal year 1994. As of July 2000, Texas had a 20-year low unemployment rate of 4.1 percent. Texas' unemployment rate has consistently been below that of California and New York, the nation's other two largest labor markets. During the same period, the Austin Metropolitan Statistical Area had an unemployment rate of 2.1 percent. In April 2000, the Austin unemployment rate (1.9 percent) was the lowest it had been in 10 years. Because the greater Austin area has the largest number of Texas state employees and is where most state agencies are headquartered, trends in this region are important.

Every industry is affected by low unemployment and the scarcity of qualified applicants, especially for high skill level jobs. Employers are battling for the best and the brightest employees.⁵ In Texas, a vibrant economy is fueling the demand for labor. As the unemployment rate has gone down, the state employee turnover rate has gone up (see Figure 3).

⁵ Vanscoy, Kayte, "The Hiring Crisis," *SmartBusiness Magazine*, July 2000, page 86.

Economists predict a balanced economy that will generate steady gains in employment with continued low unemployment rates until at least 2008 in the United States.

The State currently lags behind the market in salary compensation. The State's classified salary schedules have not kept pace with national salary structure trends. World at Work reports that salary structures nationwide have increased 33 percent for all industries in the past 10 years; however, the State's salary schedules have increased only 15 percent over the same period. For additional information, refer to *Recommended Adjustments to the Classification Salary Schedule*, SAO Report No. 01-701, October 2000.

The State's Turnover Rate Is Higher Than That of Other Government Entities and the Private Sector

The State's turnover rate is higher than the average rate of state governments bordering Texas (16.23 percent) and the average rate of local governments (11.97 percent). Table 3 illustrates Texas' statewide turnover rate as compared with selected state and local government averages. The bordering states—Arkansas, New Mexico, and Oklahoma—have also shown an increase in their turnover rates in 2000. However, the surveyed local governments within Texas showed a slight decrease in turnover rates.

The turnover rate for federal employees within the executive branch of government is 14.90 percent for fiscal year 2000, according to the United States Office of Personnel Management.

Overall, the State's turnover rate is also higher than that of the private sector. According to the Bureau of National Affairs, the median nationwide turnover rate in the private sector is 15 percent for the last two quarters of 1999 and the first two quarters of 2000. Saratoga Institute's *Human Capital Benchmarking Report* shows an average of 12.5 percent turnover rate for all industries surveyed in 1999.

Table 3

Fiscal Year	State of Texas Classified Turnover Rate	Turnover Rates of States Bordering Texas ^a	Local Government Turnover Rate
2000	18.93%	16.23%	11.97%
1999	17.58%	15.00%	12.00%
1998	17.37%	13.23%	12.13%

^a Average rate for states bordering Texas (Arkansas, New Mexico, and Oklahoma. Louisiana did not respond.) The time periods for reported turnover rate data vary based on the entities' fiscal year. Please see Appendix 2 for information regarding these time periods.

Employee Turnover Cost the State Approximately \$262 Million in Fiscal Year 2000

We conservatively estimate the cost of turnover to the State in fiscal year 2000 to be \$262 million.

The quantifiable costs of turnover include training and orientation, recruitment, selection, lower productivity while the position is vacant and while the employee is learning the job, and administrative costs related to terminating the employee. Not included in quantifiable costs, but equally important, are intangible costs such as the uncompensated increased workloads of employee's due to vacancies, declining employee morale, and stress and tension that turnover can sometimes cause.

Estimates of the cost of employee turnover vary:

- As reported in the *World at Work Journal*, turnover costs between 6 and 18 months of salary per turnover incident.
- Saratoga Institute's *Human Capital Benchmarking Report 2000* reports that the turnover cost for exempt employees can be easily equal to 150 percent of the annual cost of compensation and benefits per person. For non-exempt employees, the cost is at least 50 percent.
- The U.S. Department of Labor estimates that it costs one-third of a new hire's annual salary to replace an employee.
- Hewitt Associates, a management consulting firm, estimates that each employee separation and replacement costs 1 to 1.5 times an employee's annual salary.
- Hay Management Consultants, a human resources consulting company, estimates that turnover costs 50 percent of an employee's salary.

Using the U.S. Department of Labor's estimate of one-third of an employee's salary (the lowest of the estimates discussed above), the State spends approximately \$262 million on turnover costs. (That cost could be higher for certain positions.) Most experts believe that turnover costs rise as the job level and complexity increase. In addition, difficulty in recruiting hard to fill positions could result in costs closer to Hewitt Associates' estimate. In that case, the State could have spent closer to \$1.1 billion in addressing turnover.

The Saratoga Institute's *Human Capital Benchmarking Report 2000* states that the average cost involved for recruitment and selection is \$2,120 per employee for government and education agencies. According to this estimate, the State spends approximately \$61 million in the recruitment and selection costs alone.

Monetary and Non-Monetary Rewards Can Help Agencies Retain Employees

To reduce turnover, the State should consider a coordinated effort that includes both monetary and non-monetary rewards. Ninety-three percent of the respondents to the *World at Work's 2000-01 Total Salary Increase Budget Survey* indicated that they were concerned with the attraction and retention of key talent. In this study, effective actions taken by organizations to specifically attract and retain employees included:

Effective Retention Tools
<ul style="list-style-type: none">• Competitive salaries• Competitive vacation, holiday, and healthcare benefits• Job enrichment• Appropriate training• Improved working conditions• Supervisory leadership

- Market adjustments/base salary increases
- Sign-on/hiring bonuses
- Work environment
- Retention/stay-on bonus
- Promotional/career development opportunities
- Paying above market
- Special training/education opportunity
- Spot bonus (individual)

Source: Society for Human Resources Management

Today, retaining employees means using open communication, as well as trying new, unconventional compensation strategies that include opportunities for more responsibilities and thus greater rewards. Research shows that poor communication in a shrinking labor market contributes to a shrinking bottom line. Unifi Network, a unit of PricewaterhouseCoopers, identified six reasons people commit to an organization, in order of importance:

- (1) Opportunities to learn
- (2) Compensation
- (3) Career potential
- (4) A manager that acts as a mentor
- (5) An organization with a good reputation
- (6) Benefits⁶

It is important to note that not all employee turnover is bad. Some turnover will always occur and is normal for any business. “Functional turnover” eliminates lower-performing employees and gives employers the chance to hire high-performing employees. It can be both voluntary and involuntary. Voluntary turnover, when employees leave by their own choice, is caused by a number of factors, such as a lack of career advancement opportunities. Involuntary turnover occurs when employees do not choose to leave but are terminated by their employer.

“Dysfunctional turnover” costs employers high performing employees and impedes the organization’s business strategy. Dysfunctional turnover is usually voluntary and usually occurs when employees leave to take other positions. In today’s tight labor market, retaining valuable employees is an important competitive advantage.

⁶ Kiger, Patrick J. “Retention on the Brink,” *Workforce*, November 2000, Vol. 79, No. 11, pp. 58-65.

Table 4

Types of Employee Turnover	
Employee turnover can be:	Because...
Functional	<ul style="list-style-type: none"> • It initiates a dynamic workforce profile. • New talent is entering the organization. • The best people stay on and employees who are not performing to expectations leave.
Dysfunctional	<ul style="list-style-type: none"> • The workforce is atrophying, inexperienced, or unstable. • The best people leave, and the organization is left with low performers.
Preventable	Employees leave as a result of factors that employers can control, such as pay or career development.
Non-preventable	Employees leave because of factors that employers cannot control, such as relocation for personal reasons.
Voluntary	Employees leave to take other positions or retire from the workforce.
Involuntary	Employees are terminated as a result of performance-related issues.

Source: Earl, Marilyn, "Understanding and Dealing with Employee Turnover," *Product Manager*, Mercer Cullen Egan Dell, May 9, 2000.

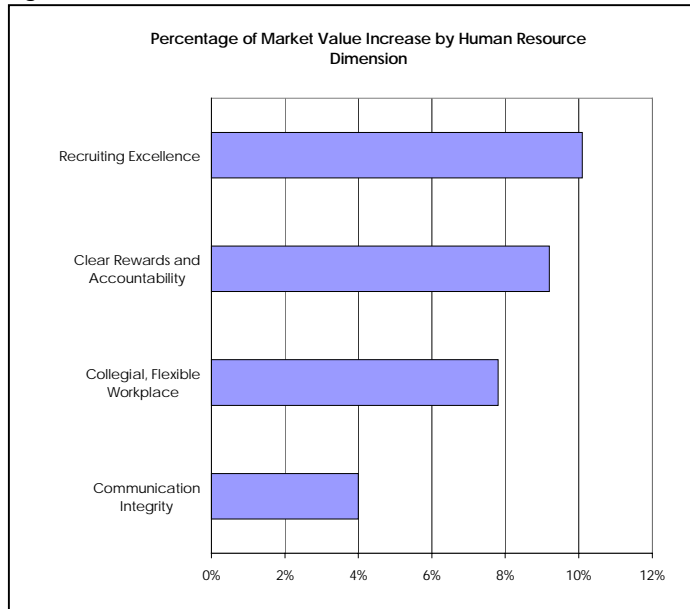
Reducing Turnover Improves Business Operations

As reported by Hewitt Associates, reducing turnover improves the consistency and quality of work and services. It also allows an agency to maintain a history and context for the customers and the business. It improves productivity and efficiency and stabilizes skill and knowledge capability.

Research has shown that effectiveness of human capital (a term now used to describe the workforce as an organizational asset) is clearly correlated with the creation of superior shareholder returns. Watson Wyatt surveyed more than 400 publicly traded companies in the U.S. and Canada and found a clear relationship between the improvement of a company's human resources practices and an increase in market value for the company. The survey found that a significant improvement in four human resource dimensions resulted in an increase in a company's market value. The four dimensions are as follows: Recruiting Excellence, Clear Rewards and Accountability, a Collegial and Flexible Workplace, and Communications Integrity. Among the four dimensions, recruiting excellence caused the greatest increase in company market value (see Figure 4). For companies that effectively recruit and retain new talent, the rewards are great: lower turnover and longer tenure among key employees.

Unfortunately, careful selection in hiring is often overlooked as an effective retention tool. Watson Wyatt reported that the links between establishing recruiting excellence and value creation includes hiring professionals well equipped to perform the duties, establishing recruiting efforts specifically designed to support the business plan, and developing a formal recruiting strategy for hiring critical positions.

Figure 4



Source: Watson Wyatt, *The Human Capital Index*.

In the changing labor market, the State faces the challenge of building and maintaining a qualified workforce. Obviously, a more stable workforce enhances efficiency and preserves the State's ability to maintain strong customer relationships. The State needs to incorporate new programs and philosophies that address employee retention to stop the increase in its turnover rate. The initial time and effort will save agencies time, effort, and money in the long run and improve organizational performance. If the State does not prepare now for the labor shortage that lies ahead, it could find itself in a human capital crisis that could weaken state performance.

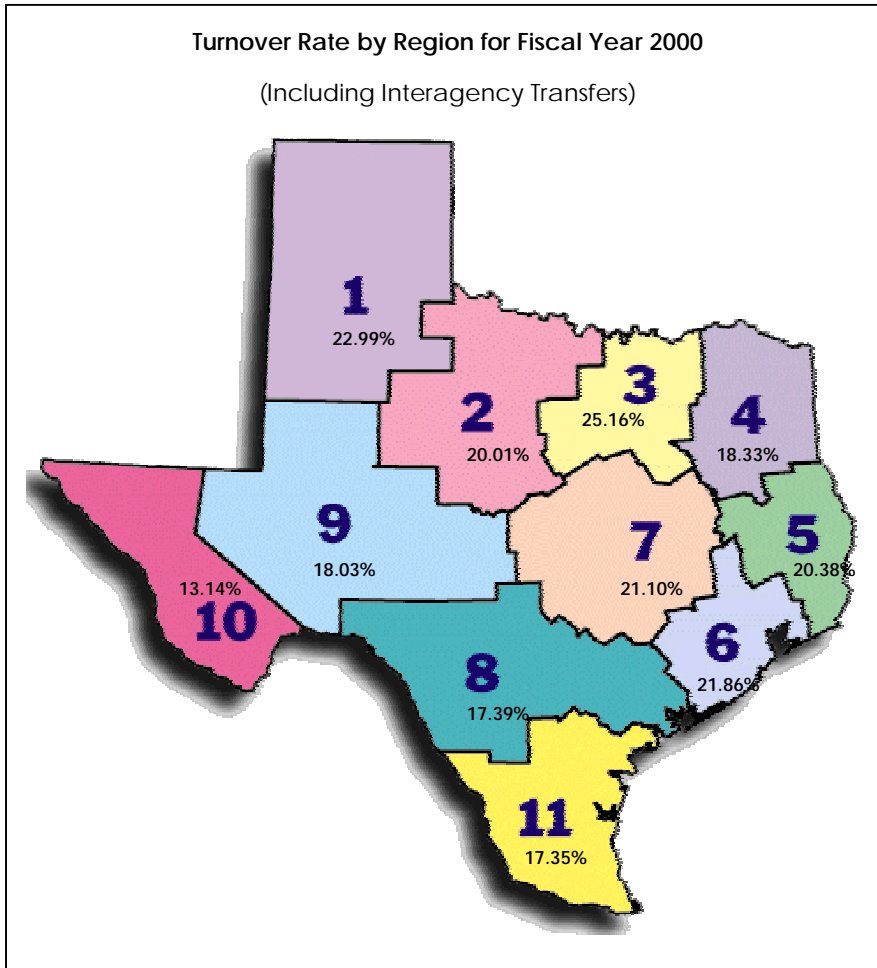
Employee Turnover Breakdowns

The assessment of factors that affect turnover is key to identifying the tools that will affect workforce retention in future years. The following sections look at employee turnover by region, agency, occupational category, length of service, age, gender, and race.

Six of Eleven Regions Have Turnover Greater Than 20 Percent

Six of the eleven regions have turnover rates of greater than 20 percent, and every region of the State, with the exception of Far West Texas, has a turnover rate of greater than 17 percent (see Figure 5). The North Central Texas Region has the highest turnover rate at 25.16 percent. The expansion of jobs in these regions may be one reason turnover rates have increased.

Figure 5



- Region 1 – Panhandle
- Region 2 – Northwest Texas
- Region 3 – North Central Texas
- Region 4 – Northeast Texas
- Region 5 – Upper Gulf Coast
- Region 6 – Central Gulf Coast
- Region 7 – Central Texas
- Region 8 – South Central Texas
- Region 9 – Permian Basin
- Region 10 – Far West Texas
- Region 11 – South Texas

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

The turnover rates for every region of the State, with the exception of Far West Texas, have increased compared to fiscal year 1999. The greatest increase was in the Panhandle, where the turnover rate increased by more than one-third from 17.21 percent in fiscal year 1999 to just under 23 percent in fiscal year 2000.

In three regions—North Central, Northwest Texas, and Central Texas—terminations due to inadequate salary accounted for over 10 percent of each region's total number of terminations. The Northwest Texas region had the largest percentage of its workforce terminate due to inadequate salary (11.62 percent). This is also the region that has the lowest average salary of the State, \$25,496.

Because the majority of the State's employees work in Central Texas, the Central Texas region experienced the majority of the State's terminations (32.49 percent).

Seventeen Agencies Have Turnover Rates of Greater Than 30 Percent

In fiscal year 2000, 17 agencies reported turnover rates of greater than 30 percent (excluding agencies with fewer than 20 employees). Table 5 identifies the agencies that had highest turnover rates. See Appendix 3 for turnover rates by article and state agency for all agencies.

Table 5

Agency Name	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Board of Dental Examiners	21.25	12	56.47%
Board of Nurse Examiners	48.25	26	53.89%
Commission on Alcohol and Drug Abuse	189.50	100	52.77%
Supreme Court of Texas	53.00	25	47.17%
Texas Department of Economic Development	158.25	71	44.87%
Credit Union Department	22.00	9	40.91%
Structural Pest Control Board	35.50	14	39.44%
Department on Aging	26.00	10	38.46%
Board of Public Accountancy	37.00	14	37.84%
Commission on Human Rights	38.75	14	36.13%
Fourteenth Court of Appeals District, Houston	36.00	13	36.11%
Department of Mental Health Mental Retardation	20,557.50	7,238	35.21%
Public Utility Commission	210.75	70	33.21%
First Court of Appeals District, Houston	34.00	11	32.35%
Adjutant General's Department	360.50	115	31.90%
State Office of Risk Management	91.75	29	31.61%
State Auditor's Office	191.75	60	31.29%

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

Education and Social Services Have the Highest Turnover Rates Among Occupations

The types of jobs state employees leave most often are in the education, social services, medical and health, legal, and the criminal justice fields (see Table 6). The

Texas Workforce Commission reported that in the last decade strong growth existed in the services and trade industries. The majority of job growth will most likely be in business, health, and educational services. Because the service industry is growing, the State's turnover rate in these occupational categories may continue as additional opportunities become available in the labor market. Projections indicate that approximately 822,000 service jobs will be created in Texas by 2006. A strategy for retaining these service industry employees will be of key importance.

Table 6

Occupational Categories With the Highest Turnover Rates		
Occupational Category	Turnover Rate	Job Classes With Highest Turnover
Education	30.95%	Teacher Aide is the only job class series within this occupational category.
Social Services	28.62%	Houseparents (175.86 percent), Social Service Workers (121.74), Child Development Specialists (118.52 percent), Case Managers (71.96 percent), Human Services Trainees (42.02 percent), MHMR Services Series ^a (42.48 percent), and Substance Abuse Counselors (34.45 percent).
Medical and Health	25.65%	Therapist Technicians (36.65 percent), Registered Therapist Assistants/Therapists (31.69 percent), Associate Psychologists (29.23 percent), and Licensed Vocational Nurses (29.33 percent).
Legal	24.95%	Law Clerks (427.91 percent), Court Law Clerks (93.65 percent), and Legal Secretaries (26.52 percent).
Criminal Justice	23.77%	Juvenile Correctional Officers (34.64 percent) and Correctional Officers ^b (25.29 percent).
^a Includes a job classification (MHMR aide) in which employees are automatically promoted in less than a year. Therefore, the turnover rates displayed may be represented as higher than actual. ^b Employees in this job classification are automatically promoted in less than a year. Therefore, the turnover rates displayed may be represented as higher than actual.		

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

See Appendix 4 for turnover rates by occupational category. Twenty-four job class series experienced turnover rates of greater than 30 percent. (See Appendix 5 for turnover rate by job class series.)

Employees With Less Than One Year of Service Have the Highest Turnover Rates Among the Length of Service Categories

- | Costs of a Poor Hiring Decision |
|---|
| <ul style="list-style-type: none"> • Missed Opportunities • Dissatisfied Customers • Low Employee Morale • Re-starting Hiring Process |

Source: Society of Human Resources Management

When analyzing turnover rate percentages based on length of service, the highest rate of voluntary terminations occurs with employees who have been with an agency less than one year. In comparing this percentage to national benchmark data compiled by the Saratoga Institute, the State's terminations are higher than the industry benchmark.

This data suggests statewide problems with either the integration of new employees or poor hiring decisions. A poor hiring decision can be very expensive. A company will spend \$5,000 to \$50,000 on every new employee within the first six months of employment, according to the Telecom Training Group. The costs can escalate quickly if the majority of employees do not stay.

Fast Company reports that high turnover for entry-level employees could occur because supervisors do not know their workers. If supervisors have no personal connection to their employees, it is hard for the employees to make a case for staying with the agency when they learn about higher-paying jobs.⁷

The State Is Losing More Seasoned Employees Than Industry Norms Indicate It Should Be Losing

State employees with 5 to 10 years of agency service have a higher percentage of voluntary terminations than the industry benchmark (see Table 7). This data suggests statewide problems with maintaining tenured agency employees.

The cost of losing key seasoned employees is hard to estimate. The investment in the employee's development, the value of knowledge and experience gained, and the lost productivity must be considered to arrive at a true cost figure.⁸ According to Pat Hauenstein, President of Advantage Hiring, "When an organization starts to lose large numbers of senior employees, it is usually indicative of serious organization problems." Therefore, a strategy for retaining its experienced workforce is of key importance.

Table 7

Percentage of Terminations by Length of Service			
Years of Service	Total State Voluntary Terminations	Percentage of State's Voluntary Terminations	Percentage of Voluntary Terminations - Nationwide Average
Less Than 1 Year	7,361	32.13%	29.40%
1+ to 3 Years	5,628	24.57%	29.00%
3+ to 5 Years	2,770	12.09%	11.20%
5+ to 10 Years	3,777	16.49%	13.10%
10+ Years	3,374	14.73%	17.30%

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System and Saratoga Institute's *Human Resource Financial Report, 2000*

⁷ Hammonds, Keith H. "Hard Lives, Low Pay, Big Stakes," *Fast Company*, Issue 29, November 1999, Page 94.

⁸ Hauenstein, Pat, Ph.D., "Understanding Turnover," *Advantage Hiring 4Q99 Newsletter*.

Employees Under 30 Years Old Have the Highest Turnover Rate Among Age Group Categories

The turnover rate for employees under 30 years of age is the highest rate among age group categories. (It is almost twice the State's average). The second highest turnover rate is in the age group over 69, closely followed by the turnover rate for those in the 60-to-69 age bracket (see Table 8). Approximately 17 percent of the State's classified workforce falls in the under 30 age bracket. In conjunction with its succession planning, the State needs to determine effective retention strategies to retain employees in the under 30 age bracket.

- | Factors Affecting Decision-Making Process of Top Performers Under Age 30 | |
|--|-------------------------------|
| 1. | Opportunity to develop skills |
| 2. | Opportunity for Promotion |
| 3. | Compensation |
| 4. | Vacation/paid time off |
| 5. | Type of people/culture |

Source: Watson Wyatt, *Playing to Win: Strategic Rewards in the War for Talent*, December 2000

Table 8

Turnover Rate by Age			
Age	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Under 30	23,347.50	8,867	37.98%
30-39	39,514.25	8,115	20.54%
40-49	43,051.75	5,337	12.40%
50-59	28,707.00	4,827	16.81%
60-69	5,371.75	1,621	30.18%
Over 69	243.00	81	33.33%

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

Turnover Rate Is Higher for Women Than Men

The turnover rate for women is higher than it is for men (see Table 9). A partial explanation is that females make up 60 percent of the workforce in the lower paid salary groups (A11 and below and B4 and below), which have higher turnover rates. The Council of Economic Advisors reports that in 1998 women, on average, earned about 75 percent of what men earned.⁹ The Department of Labor reports that in 1999, women earned 72 percent of what men earned. In 2000, women made 87 percent of what men earned (\$27,772 versus \$31,926) in the State.

Since fiscal year 1999, the turnover rate has continued to increase for both females and males; however, the turnover rate for males has increased at a higher rate. A partial explanation is that males had a 2 percent increase in terminations due to retirement (13.06 percent).

⁹ "Explaining Trends in the Gender Wage Gap," *A Report by the Council of Economic Advisors, The White House*, June 1998.

Table 9

Turnover Rate by Gender				
Gender	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate for Fiscal Year 2000	Classified Turnover Rate for Fiscal Year 1999
Female	75,554.50	16,256	21.52%	20.29%
Male	64,695.50	12,597	19.47%	17.68%

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

Turnover Rate Varies by Race

The turnover rate for Black employees is higher than for Hispanic or White employees. A partial explanation is that 65 percent of the Black workforce occupies the lower salary groups (A11 and below and B4 and below), which have higher turnover rates than the higher salary groups (see Appendix 6).

Since fiscal year 1999, the turnover rates for Indian or Alaskan Natives and Asian or Pacific Islanders have gone down slightly, while the turnover rates for Blacks, Whites, and Hispanics have gone up. The turnover rate for Whites showed the greatest increase. A partial explanation is that Whites had a 1.97 percent turnover rate increase as a result of retirement. Whites had more terminations related to retirement than any other race. Table 10 depicts the turnover for each race.

Table 10

Turnover Rate by Race				
Race	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate for Fiscal Year 2000	Classified Turnover Rate for Fiscal Year 1999
Black	26,915.75	6,498	24.14%	22.77%
Indian or Alaskan Native	700.25	150	21.42%	22.60%
White	80,035.75	16,227	20.27%	18.27%
Asian or Pacific Islander	1,696.25	333	19.63%	20.90%
Hispanic	30,893.50	5,635	18.24%	17.73%

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

It is important that the State monitor these turnover rates in future years. According to the Comptroller of Public Accounts, by the year 2012, the minorities in Texas (Hispanics, Non-Hispanic Blacks, and Non-Hispanic Others) will become the majority of the State's population. The changing face of the State's available labor pool may require consideration of additional recruitment and retention strategies to balance the turnover in these racial groups.

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 to include interagency transfers so that individual agency turnover rates would be comparable to the statewide rate. Since 1995, we have excluded interagency transfers from this calculation; however, all other calculations for turnover rates include interagency transfers.

This report on full-time classified employees in 131 state agencies was prepared from quarterly and year-end summary information received from the Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System. This report does not address turnover rates for higher education employees.

The collection of data related to turnover rates provides a good measurement of the State's ability to attract, retain, and motivate current state employees.

For the purposes of determining statewide turnover, the State used the following calculation to identify the turnover rate for fiscal year 2000:

$$\frac{\text{Number of Terminations During the Fiscal Year}}{\text{Average Number of Classified Employees During the Fiscal Year}} \times 100$$

Both the Bureau of National Affairs and the Saratoga Institute use this calculation to determine turnover rates.

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Appendix 2:

Full-Time Classified State Employee Turnover Rate for Selected States and Local Governments

Turnover Rate for Texas and Bordering States		
State	Turnover Rate	Reporting Period
Texas	18.93%	September 1, 1999 to August 31, 2000
Arkansas	18.60%	July 1, 1999 to June 30, 2000
New Mexico	14.40%	July 1, 1999 to June 30, 2000
Oklahoma	15.70%	July 1, 1999 to June 30, 2000
Bordering States' Average Turnover Excluding Texas	16.23%	
Note: The State of Louisiana did not respond to request for information.		

Source: State Auditor's Classification Office

Turnover Rate for Texas and Local Governments		
City/County	Turnover Rate	Reporting Period
Texas	18.93%	October 1, 1999 to September 30, 2000
Bexar County	12.80%	October 1, 1999 to September 30, 2000
City of Austin	12.72%	October 30, 1999 to September 30, 2000
City of Dallas	9.20%	October 30, 1999 to September 30, 2000
City of Fort Worth	11.09%	January 1, 1999 to December 1, 1999
City of Houston	7.40%	October 30, 1999 to September 30, 2000
City of San Antonio	12.40%	October 30, 1999 to September 30, 2000
Tarrant County	12.93%	October 30, 1999 to September 30, 2000
Travis County	17.21%	October 30, 1999 to September 30, 2000
Local Government Average Turnover Excluding Texas	11.97%	

Source: State Auditor's Classification Office

Full-Time Classified State Employee Turnover Rate by Article and State Agency

Full-Time Classified State Employee Turnover Rate by Article and State Agency				
Agency Number	Agency	Full Time Classified Average Number of Employees	Number of Classified Terminations	Turnover Rate
Article I General Government				
301	Office of the Governor	172.00	28	16.28%
302	Office of the Attorney General	3,518.25	760	21.60%
303	General Services Commission	666.25	137	20.56%
304	Comptroller of Public Accounts	2,559.75	317	12.38%
306	Library and Archives Commission	169.50	43	25.37%
307	Secretary of State	211.75	55	25.97%
313	Department of Information Resources	79.00	19	24.05%
325	Fire Fighters' Pension Commissioner	4.25	0	0.00%
327	Employees Retirement System	276.75	40	14.45%
333	Office of State-Federal Relations	12.75	3	23.53%
338	State Pension Review Board	3.00	1	33.33%
342	Aircraft Pooling Board	32.75	6	18.32%
344	Commission on Human Rights	38.75	14	36.13%
347	Texas Public Finance Authority	11.50	2	17.39%
352	Bond Review Board	7.50	3	40.00%
353	Incentive and Productivity Commission	4.25	4	94.12%
356	Ethics Commission	28.00	3	10.71%
403	Veterans Commission	83.25	4	4.80%
477	Advisory Commission on State Emergency Communications	21.00	5	23.81%
479	State Office of Risk Management	91.75	29	31.61%
808	Historical Commission	79.00	20	25.32%
809	Preservation Board	86.50	18	20.81%
813	Commission on the Arts	17.00	2	11.76%
907	CPA - State Energy Conservation Office	18.50	1	5.41%
	Article I Total	8,193.00	1,514	18.48%

Full-Time Classified State Employee Turnover Rate by Article and State Agency				
Agency Number	Agency	Full Time Classified Average Number of Employees	Number of Classified Terminations	Turnover Rate
Article II - Health and Human Services				
318	Commission for the Blind	578.50	92	15.90%
324	Department of Human Services	14,185.25	2,256	15.90%
330	Rehabilitation Commission	2,338.25	462	19.76%
335	Commission for the Deaf and Hard of Hearing	12.75	0	0.00%
340	Department on Aging	26.00	10	38.46%
355	Children's Trust Fund of Texas Council	2.75	2	72.73%
501	Department of Health	5,223.25	837	16.02%
517	Commission on Alcohol and Drug Abuse	189.50	100	52.77%
527	Cancer Council	7.00	1	14.29%
529	Health and Human Services Commission	177.75	35	19.69%
530	Department of Protective and Regulatory Services	6,519.25	1,262	19.36%
532	Interagency Council on Early Childhood Intervention	55.50	14	25.23%
655	Department of Mental Health Mental Retardation	20,557.50	7,238	35.21%
	Article II Total	49,873.25	12,309	24.68%
Article III - Education				
323	Teacher Retirement System and ORP	381.25	61	16.00%
367	Telecommunications Infrastructure Fund Board	16.75	11	65.67%
701	Texas Education Agency	781	120	15.36%
705	State Board for Educator Certification	44.5	12	26.97%
771	School for the Blind and Visually Impaired	231	67	29.00%
772	School for the Deaf	328.5	91	27.70%
	Article III Total	1,783	362	20.30%
Article IV - Judiciary				
201	Supreme Court of Texas	53.00	25	47.17%
204	Court Reporters Certification Board	1.25	2	160.00%
211	Court of Criminal Appeals	57.25	8	13.97%
212	Texas Judicial Council Office of Court Administration	114.00	17	14.91%

Full-Time Classified State Employee Turnover Rate by Article and State Agency				
Agency Number	Agency	Full Time Classified Average Number of Employees	Number of Classified Terminations	Turnover Rate
213	Office of the State Prosecuting Attorney	4.00	0	0.00%
221	First Court of Appeals District, Houston	34.00	11	32.35%
222	Second Court of Appeals District, Fort Worth	30.75	8	26.02%
223	Third Court of Appeals District, Austin	21.25	6	28.24%
224	Fourth Court of Appeals District, San Antonio	24.50	7	28.57%
225	Fifth Court of Appeals District, Dallas	41.50	7	16.87%
226	Sixth Court of Appeals District, Texarkana	13.00	5	38.46%
227	Seventh Court of Appeals District, Amarillo	15.50	6	38.71%
228	Eighth Court of Appeals District, El Paso	17.00	4	23.53%
229	Ninth Court of Appeals District, Beaumont	14.00	2	14.29%
230	Tenth Court of Appeals District, Waco	11.50	4	34.78%
231	Eleventh Court of Appeals District, Eastland	13.00	3	23.08%
232	Twelfth Court of Appeals District, Tyler	11.25	1	8.89%
233	Thirteenth Court of Appeals District, Corpus Christi	22.75	3	13.19%
234	Fourteenth Court of Appeals District, Houston	36.00	13	36.11%
242	Commission on Judicial Conduct	11.00	8	72.73%
243	State Law Library	7.00	0	0.00%
	Article IV Total	553.50	140	25.29%
Article V - Public Safety and Criminal				
401	Adjutant General's Department	360.50	115	31.90%
405	Department of Public Safety	6,860.50	856	12.48%
406	Texas Military Facilities Commission	34.25	10	29.20%
407	Commission on Law Enforcement Officer Standards and Education	40.25	9	22.36%
409	Commission on Jail Standards	18.75	6	32.00%
410	Criminal Justice Policy Council	21.50	3	13.95%
411	Commission on Fire Protection	31.75	5	15.75%
458	Alcoholic Beverage Commission	508.00	51	10.04%
467	Board of Private Investigator and Private	42.75	10	23.39%

Full-Time Classified State Employee Turnover Rate by Article and State Agency				
Agency Number	Agency	Full Time Classified Average Number of Employees	Number of Classified Terminations	Turnover Rate
	Security Agencies			
474	Polygraph Examiners Board	0.75	1	133.33%
665	Juvenile Probation Commission	48.25	5	10.36%
694	Texas Youth Commission	4,377.00	1,246	28.47%
696	Department of Criminal Justice	37,368.75	7,702	20.61%
	Article V Total	49,713.00	10,019	20.15%
Article VI - Natural Resources				
305	General Land Office and Veterans' Land Board	517.00	121	23.40%
455	Railroad Commission of Texas	731.50	119	16.27%
551	Department of Agriculture	457.25	95	20.78%
554	Animal Health Commission	202.00	34	16.83%
579	Rio Grande Compact Commission	1.00	1	100.00%
580	Water Development Board	278.25	53	19.05%
582	Natural Resource Conservation Commission	2,810.00	451	16.05%
592	Soil and Water Conservation Board	60.75	11	18.11%
802	Parks and Wildlife Department	2,612.75	390	14.93%
	Article VI Total	7,670.50	1,275	16.62%
Article VII - Business and Economic Development				
320	Texas Workforce Commission	3,639.00	665	18.27%
332	Department of Housing and Community Affairs	332.25	57	17.16%
354	Texas Aerospace Commission	1.75	1	57.14%
362	Texas Lottery Commission	295.00	51	17.29%
480	Texas Department of Economic Development	158.25	71	44.87%
601	Department of Transportation	14,445.75	1,596	11.05%
	Article VII Total	18,872.00	2,441	12.93%
Article VIII - Regulatory				
312	State Securities Board	67.50	17	25.19%
329	Real Estate Commission	80.50	14	17.39%
337	Board of Tax Professional Examiners	1.75	1	57.14%
359	Office of Public Insurance Counsel	14.25	0	0.00%

Full-Time Classified State Employee Turnover Rate by Article and State Agency				
Agency Number	Agency	Full Time Classified Average Number of Employees	Number of Classified Terminations	Turnover Rate
360	Office of Administrative Hearings	101.00	22	21.78%
364	Health Professions Council	2.75	1	36.36%
449	Finance Commission of Texas	1.00	0	0.00%
450	Savings and Loan Department	17.50	5	28.57%
451	Department of Banking	136.00	33	24.26%
452	Department of Licensing and Regulation	133.00	38	28.57%
453	Workers' Compensation Commission	1,026.00	193	18.81%
454	Department of Insurance	965.75	157	16.26%
456	Board of Plumbing Examiners	21.00	6	28.57%
457	Board of Public Accountancy	37.00	14	37.84%
459	Board of Architectural Examiners	16.75	3	17.91%
460	Board of Registration for Professional Engineers	22.00	5	22.73%
464	Board of Professional Land Surveying	3.00	0	0.00%
466	Office of the Consumer Credit Commissioner	44.50	10	22.47%
469	Credit Union Department	22.00	9	40.91%
472	Structural Pest Control Board	35.50	14	39.44%
473	Public Utility Commission	210.75	70	33.21%
475	Office of the Public Utility Counsel	19.00	2	10.53%
476	Racing Commission	78.50	9	11.46%
478	Research and Oversight Council on Workers' Compensation	9.25	6	64.86%
502	Board of Barber Examiners	13.25	1	7.55%
503	Board of Medical Examiners	92.75	22	23.72%
504	Board of Dental Examiners	21.25	12	56.47%
505	Cosmetology Commission	41.00	9	21.95%
507	Board of Nurse Examiners	48.25	26	53.89%
508	Board of Chiropractic Examiners	6.00	4	66.67%
511	Board of Vocational Nurse Examiners	19.25	9	46.75%
512	State Board of Podiatric Medical Examiners	3.00	1	33.33%
513	Funeral Service Commission	8.75	2	22.86%
514	Optometry Board	4.75	1	21.05%

Full-Time Classified State Employee Turnover Rate by Article and State Agency				
Agency Number	Agency	Full Time Classified Average Number of Employees	Number of Classified Terminations	Turnover Rate
515	Board of Pharmacy	40.00	10	25.00%
520	Board of Examiners of Psychologists	12.50	2	16.00%
533	Executive Council of Physical Therapy and Occupational Therapy Examiners	16.00	3	18.75%
578	Board of Veterinary Medical Examiners	7.50	3	40.00%
	Article VIII Total	3,400.50	734	21.59%
Article IX - Legislative				
308	State Auditor's Office	191.75	60	31.29%
	Article IX Total	191.75	60	31.29%

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System.

Appendix 4:

Full-Time Classified State Employee Turnover Rate by Occupational Category

Full-Time Classified State Employee Turnover Rate by Occupational Category			
Occupational Category	Average Number of Employees	Number of Terminations	Turnover Rate
Accounting, Auditing, and Finance	4,557.25	701	15.38%
Administrative Support	21,392.50	4115	19.24%
Criminal Justice	29,497.25	7012	23.77%
Custodial and Domestic	3,994.25	833	20.85%
Education	42.00	13	30.95%
Employment	1,511.00	292	19.32%
Engineering and Design	8,769.75	1,058	12.06%
Human Resources	1,540.25	264	17.14%
Information Technology	5,091.25	831	16.32%
Inspector and Investigator	1,536.50	244	15.88%
Insurance	393.50	69	17.53%
Land Surveying and Appraising	320.75	40	12.47%
Law Enforcement	3,923.00	198	5.05%
Legal	2,308.50	576	24.95%
Library and Records	213.50	32	14.99%
Maintenance	4,280.50	668	15.61%
Medical and Health	6,413.50	1,645	25.65%
Natural Resources	2,429.00	275	11.32%
Office Services	335.75	59	17.57%
Planning and Research	792.25	165	20.83%
Procedures and Information	549.75	126	22.92%
Program Management	10,999.50	1,611	14.63%
Property Management	1,504.00	185	12.30%
Public Safety	930.25	186	19.99%
Safety	307.75	39	12.67%
Social Services	26,612.50	7,616	28.62%

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

Full-Time Classified State Employee Turnover Rate by Job Class Series

Full-Time Classified State Employee Turnover Rate by Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Accounting, Auditing, and Finance			
Accountant	1,592.75	261	16.39%
Auditor	1,229.75	185	15.04%
Tax Compliance Officer	326.25	50	15.33%
Accounts Examiner	739.50	85	11.49%
Financial Analyst	13.25	0	0.00%
Financial Examiner	224.50	49	21.83%
Investment Analyst	22.75	2	8.79%
Portfolio Manager	25.75	2	7.77%
Budget Analyst	245.75	45	18.31%
Chief Investment Officer	1.75	0	0.00%
Trader	9.75	0	0.00%
Chief Trader	.75	0	0.00%
Reimbursement Officer	124.25	22	17.71%
Administrative Support			
Switchboard Operators/Supervisor	190.75	41	21.49%
Clerk	7,020.50	1,600	22.79%
Secretary	1,898.75	383	20.18%
Word Processing Operator	184.75	41	22.19%
Administrative Technician	11,691.25	2,005	17.15%
Executive Assistant	407.00	45	11.06%
Criminal Justice			
Correctional Officer ^a	21,185.00	5,358	25.29%
Correctional Officer (Sergeant, Lieutenant, Captain, Major) ^a	2,889.50	322	11.14%
Juvenile Correctional Officer	2,745.50	951	34.64%
Parole Officer	1,627.25	257	15.79%
Warden	181.25	14	7.72%
Counsel Substitute	132.25	20	15.12%
Correctional Transportation Officer	133.75	23	17.20%

Full-Time Classified State Employee Turnover Rate by Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Industrial Specialist	473.50	60	12.67%
Agriculture Specialist	129.25	7	5.42%
Custodial and Domestic			
Custodian	1,045.00	235	22.49%
Custodial Manager	38.25	4	10.46%
Groundskeeper	143.73	26	18.09%
Food Service Worker	636.50	212	33.31%
Food Service Manager	971.75	157	16.16%
Cook	376.75	79	20.98%
Sewing Room Workers/Supervisor	12.25	1	8.16%
Laundry Worker	160.75	37	23.02%
Laundry Manager	576.25	80	13.88%
Barber/Cosmetologist	25.75	2	7.77%
Canteen Manager	7.50	0	0.00%
Education			
Teacher Aide	42.00	13	30.95%
Employment			
Employment Specialist	1,343.00	275	20.48%
Labor Market Analyst	45.25	12	26.52%
Unemployment Insurance Claims Examiner	28.25	3	10.62%
Unemployment Insurance Specialist	91.25	2	2.19%
Unemployment Tax Specialist	3.25	0	0.00%
Engineering and Design			
Engineering Aide	748.25	199	26.60%
Engineering Technician	5,610.25	528	10.65%
Engineering Specialist	1,418.25	151	10.65%
Engineering Assistant	335.00	71	21.19%
Engineer	470.00	72	15.32%
Graphic Designer	68.25	16	23.44%
Drafting Technician	38.50	9	23.38%
Project Design Assistant	19.00	6	31.58%
Architect	62.25	6	9.64%

Full-Time Classified State Employee Turnover Rate by Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Human Resources			
Human Resources Assistant/Specialist	970.50	163	16.80%
Training Specialist	569.75	101	17.73%
Information Technology			
Data Entry Operator	481.00	101	21.00%
ADP Record Control Clerk	70.00	34	48.57%
ADP Equipment Operator	243.00	27	11.11%
ADP Supervisor	48.00	2	4.17%
Systems Support Specialist	747.00	124	16.60%
Programmer	733.75	123	16.76%
Systems Analyst	1,897.00	288	15.18%
Data Base Administrator	149.75	31	20.70%
Telecommunications Specialist	128.00	13	10.16%
Network Specialist	593.75	88	14.82%
Inspector and Investigator			
Inspector	719.00	92	12.80%
Investigator	778.00	145	18.64%
Sample Technician	21.50	3	13.95%
Seed Technician	18.00	4	22.22%
Insurance			
Actuary	20.00	5	25.00%
Insurance Technician	17.25	0	0.00%
Insurance Specialist	217.25	30	13.81%
Retirement System Benefits Specialist	139.00	34	24.46%
Land Surveying and Appraising			
Land Surveyor	22.50	1	4.44%
Appraiser	98.50	12	12.18%
Right of Way Agent	170.00	14	8.24%
Utility Specialist	29.75	13	43.70%
Law Enforcement			
Public Safety Inspector	12.00	0	0.00%
Pilot Investigator	28.75	1	3.48%

Full-Time Classified State Employee Turnover Rate by Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Capitol Police Trainee/Probationary Officer	17.50	4	22.86%
Capitol Police Officer	111.00	5	4.50%
Capitol Police, Corporal	21.50	1	4.65%
Trooper Trainee/Probationary Trooper	205.50	32	15.57%
Trooper	1,544.50	81	5.24%
Corporal, Public Safety	177.75	14	7.88%
Captain, Public Safety	65.25	0	0.00%
Lieutenant, Public Safety	170.75	1	0.59%
Major, Public Safety	13.00	0	0.00%
Commander, Public Safety	5.75	1	17.39%
Agent Trainee	7.50	0	0.00%
Agent	159.00	6	3.77%
Sergeant/Lieutenant/Captain/Major, Alcoholic Beverage	51.25	2	3.90%
Internal Affairs Investigator Trainee	9.00	1	11.11%
Internal Affairs Investigator	93.50	4	4.28%
Internal Affairs Supervisor/Manager/Director/Administrator	21.50	2	9.30%
Game Warden Trainee/Probationary Game Warden	30.25	3	9.92%
Game Warden	354.25	23	6.49%
Game Warden Sergeant/Lieutenant/Captain/Major	63.25	1	1.58%
Game Warden, Assistant Commander/Commander	12.75	0	0.00%
Legal			
Attorney	733.00	175	23.87%
Assistant Attorney General	580.00	122	21.03%
General Counsel	70.25	10	14.23%
Hearing Reporter	1.00	0	0.00%
Appellate Court Peace Officer	0.75	0	0.00%
Legal Secretary	230.00	61	26.52%
Legal Assistant	289.00	60	20.76%
Law Clerk	10.75	46	427.91%
Deputy Clerk	63.75	8	12.55%
Clerk of the Court	16.00	1	6.25%

Full-Time Classified State Employee Turnover Rate by Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Chief Deputy Clerk	7.50	1	13.33%
Court Law Clerk	74.75	70	93.65%
Judge	90.50	7	7.73%
Title IV-D Master	37.50	2	5.33%
Ombudsman	71.75	11	15.33%
Benefits Review Officer	32.00	2	6.25%
Library and Records			
Archeologist	16.50	2	12.12%
Historian	6.00	2	33.33%
Library Assistant	39.00	8	20.51%
Librarian	110.75	13	11.74%
Archivist	10.00	3	30.00%
Exhibit Technician	28.75	4	13.91%
Museum Curator	2.50	0	0.00%
Maintenance			
Maintenance Assistant	68.00	32	47.06%
Air Conditioning and Boiler Operator	78.00	17	21.79%
Maintenance Technician	958.75	188	19.61%
Electrical and Air Conditioning Mechanic	165.75	21	12.67%
Maintenance Supervisor	1,445.25	175	12.11%
Transportation Maintenance Specialist	816.00	73	8.95%
Vehicle Driver	227.25	63	27.72%
Motor Vehicle Technician	436.00	80	18.35%
Machinist	13.50	8	59.26%
Aircraft Pilot	15.50	4	25.81%
Aircraft Mechanic	6.00	0	0.00%
Radio Communications Technician	36.00	6	16.67%
Machine Service Technician	14.50	1	6.90%
Medical and Health			
Dietetic Technician	17.75	4	22.54%
Dietitian	7.00	2	28.57%
Nutritionist	105.50	7	6.64%
Public Health Technician	430.00	55	12.79%

Full-Time Classified State Employee Turnover Rate by Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Epidemiologist	49.00	6	12.24%
Veterinarian	43.00	4	9.30%
Laboratory Technician	107.50	31	28.84%
Microbiologist	160.00	38	23.75%
Radiological Technologist/Assistant	24.50	6	24.49%
Orthopedic Equipment Assistant/Technician	44.75	2	4.47%
Therapist Technician	1,539.00	564	36.65%
Registered Therapist Assistant/Registered Therapist	217.75	69	31.69%
Medical Aide	33.75	5	14.81%
Medical Technician	12.50	3	24.00%
Medical Technologist	67.25	11	16.36%
Respiratory Care Practitioner	6.00	0	0.00%
Licensed Vocational Nurse	1,152.50	338	29.33%
Physician	162.00	24	14.81%
Nurse	1,655.50	367	22.17%
Psychologist	71.25	11	15.44%
Psychological Assistant	216.25	64	29.60%
Associate Psychologist	205.25	60	29.23%
Psychiatrist	43.75	8	18.29%
Dentist	21.25	2	28.57%
Dental Assistant	28.50	3	10.53%
Dental Hygienist	24.25	1	4.12%
Medical Research Specialist	5.00	0	0.00%
Pharmacist	96.25	12	12.47%
Pharmacologist	3.75	1	26.67%
Pharmacy Technician	71.75	8	11.15%
Natural Resources			
Geologist Assistant	10.00	1	10.00%
Geologist	83.75	8	9.55%
Hydrologist Assistant	5.25	0	0.00%
Hydrologist	69.50	8	11.51%
Chemist	128.50	23	17.90%
Sanitarian	133.00	7	5.26%

Full-Time Classified State Employee Turnover Rate by Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Natural Resources Specialist	1,232.00	134	10.88%
Park Manager	186.00	11	5.91%
Fish and Wildlife Technician	220.00	27	12.27%
Park Ranger	361.00	56	15.51%
Office Services			
Printing Services Technician	234.25	43	18.36%
Microfilm Camera Operator	49.50	7	14.14%
Micrographics Technician	37.50	4	10.67%
Photographer	14.50	5	34.48%
Planning and Research			
Planner	363.50	71	19.53%
Research Assistant	22.25	14	62.92%
Research Specialist	208.75	56	26.83%
Statistician	142.25	19	13.36%
Economist	28.75	3	10.43%
Governor's Advisor	27.25	2	7.34%
Procedures and Information			
Marketing Specialist	62.00	17	27.42%
Information Specialist	374.75	81	21.61%
Audio/Visual Technician	16.50	3	18.18%
Methods and Procedures Specialist	42.25	8	18.93%
Technical Writer	44.75	15	33.52%
State and Federal Relations Representative	9.50	2	21.05%
Program Management			
Staff Services Officer	301.50	50	16.58%
Program Administrator	4,618.00	646	13.99%
Program Specialist	2,785.75	468	16.80%
Manager	2,073.00	282	13.60%
Director	1,221.00	165	13.51%
Property Management and Purchasing			
Inventory Coordinator	137.00	4	11.68%
Purchaser	836.25	110	13.15%
Contract Technician	218.00	31	14.22%

Full-Time Classified State Employee Turnover Rate by Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Contract Specialist	312.75	28	8.95%
Public Safety			
Criminalist	143.75	10	6.96%
Crime Scene Photographer	4.00	1	25.00%
Communications Center Specialist	20.50	6	29.27%
Police Communications Operator	201.25	33	16.40%
Fingerprint Technician	49.00	15	30.61%
Latent Print Technician	3.50	0	0.00%
Evidence/CODIS/DNA Technician	18.75	3	16.00%
Combined DNA Index System Analyst	5.50	0	0.00%
Breath Test Electronic Technician	1.00	0	0.00%
Public Safety Records Technician	91.75	19	20.71%
Security Officer	169.50	33	19.47%
Security Worker	221.75	66	29.76%
Social Services			
Social Service Worker	11.50	14	121.74%
Social Service Supervisor	14.00	1	7.14%
Protective Services Specialist	3,420.00	843	24.65%
Disability Determination Examiner	404.25	54	13.36%
Disability Case Review Specialist	23.75	0	0.00%
Vocational Rehabilitation Counselor	584.25	174	29.78%
Chaplaincy Services Assistant	5.00	0	0.00%
Chaplain	166.00	15	9.04%
Rehabilitation Technician	84.75	22	25.96%
Rehabilitation Teacher	145.25	35	24.10%
Coordinators of Rehabilitation	30.75	8	26.02%
Veterans Assistance Counselor	51.50	1	1.94%
Substance Abuse Counselor	209.00	72	34.45%
MHMR Services Series ^b	8,616.25	3,660	42.48%
Qualified Mental Retardation Professional	241.50	46	19.05%
Recreation Program Specialist	150.00	30	20.00%
Houseparent	138.75	244	175.86%
Caseworker	573.50	171	29.82%

Full-Time Classified State Employee Turnover Rate by Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Clinical Social Worker	224.25	63	28.09%
Case Manager	248.75	179	71.96%
Volunteer Services Coordinator	104.50	28	26.79%
Human Services Trainee	554.50	233	42.02%
Human Services Specialist	7,930.25	1,166	14.70%
Human Services Technician	1,136.00	267	23.50%
Human Services Quality Control Analyst	104.50	17	16.27%
Child Development Specialist	6.75	8	118.52%
Child Support Officer	969.25	183	18.88%
Child Support Technician	447.75	79	17.64%
Interpreter	16.00	3	18.75%
Safety			
Deputy State Fire Marshal	34.25	7	20.44%
Safety Officer	208.00	20	9.62%
Risk Management Specialist	43.00	10	23.26%
Rescue Specialist	22.50	2	8.89%
<p>^a Employees in this job classification are automatically promoted in less than a year. Therefore, the turnover rates displayed may be represented as higher than actual.</p> <p>^b Includes a job classification (MHMR aide) in which employees are automatically promoted in less than a year. The displayed turnover rates do not incorporate this automatic progression into the calculation of the turnover rate. Therefore, the turnover rates displayed may be represented as higher than actual.</p>			

Source: Comptroller of Public Accounts' Human Resources Information System, and Uniform Statewide Payroll/Personnel System

Full-Time Classified State Employee Turnover Rate by Salary Group

Full-Time Classified State Employee Turnover Rate by Salary Group Within Salary Schedules A and B				
Salary Group	Salary Range	Average Number of Employees	Number of Terminations	Turnover Rate
A02	\$ 14,376 - 17,532	683.00	309	45.24%
A03	15,108 - 18,444	2,005.75	1,354	67.51%
A04	15,864 - 19,452	566.00	189	33.39%
A05	16,656 - 20,592	6,332.00	2,261	35.71%
A06	17,532 - 21,744	7,628.00	2,224	29.16%
A07	18,444 - 23,052	4,118.00	1,788	43.42%
A08	19,452 - 24,432	6,900.25	1,477	21.41%
A09	20,592 - 25,932	6,793.25	2,206	32.47%
A10	21,744 - 27,540	2,758.25	299	10.84%
A11	23,052 - 29,232	25,189.50	4,870	19.33%
A12	24,432 - 31,068	3,052.50	377	12.35%
A13	25,932 - 32,988	5,308.25	698	13.15%
A14	27,540 - 35,100	2,178.50	228	10.47%
A15	29,232 - 37,332	2,979.50	378	12.69%
A16	31,068 - 39,708	1,586.75	144	9.08%
A17	32,988 - 42,216	152.75	13	8.51%
A18	35,100 - 44,928	225.75	23	9.94%
Schedule A Total		78,458.00	18,838	24.01%
B01	\$ 20,592 - 25,932	36.25	49	135.17%
B02	21,744 - 27,540	996.50	400	40.14%
B03	23,052 - 29,232	2,163.25	540	24.96%
B04	24,432 - 31,068	1,828.50	454	24.83%
B05	25,932 - 32,988	7,522.50	1,174	15.61%
B06	27,540 - 35,100	5,530.25	994	17.97%
B07	29,232 - 37,332	5,718.25	1,048	18.33%
B08	31,068 - 39,708	5,275.25	884	16.76%
B09	32,988 - 42,216	5,987.50	929	15.52%
B10	35,100 - 44,928	4,890.25	763	15.60%
B11	37,332 - 49,560	4,332.50	672	15.51%
B12	\$ 39,708 - 52,766	3,802.25	531	13.97%

Full-Time Classified State Employee Turnover Rate by Salary Group Within Salary Schedules A and B				
Salary Group	Salary Range	Average Number of Employees	Number of Terminations	Turnover Rate
B13	42,216 - 56,160	3,522.00	518	14.71%
B14	44,928 - 59,820	1,386.50	194	13.99%
B15	47,820 - 63,720	1,373.75	204	14.85%
B16	50,952 - 67,956	1,151.25	163	14.16%
B17	54,264 - 72,420	909.00	121	13.31%
B18	57,816 - 77,220	499.00	58	11.62%
B19	65,352 - 90,540	450.75	64	14.20%
B20	73,920 - 102,528	225.00	26	11.54%
B21	93,360 - 129,744	169.50	21	12.39%
B22	118,092 - 164,376	75.75	11	14.52%
Schedule B Total		57,846.00	9,818	16.97%

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

Full-Time Classified State Employee Turnover Rate by Salary Group Within Salary Schedule C			
Salary Group in Salary Schedule C	Average Number of Employees In Schedule C for Fiscal Year 2000 ¹⁰	Average Number of Terminations In Schedule C for Fiscal Year 2000	Percentage of Terminations From Salary Schedule C
C01	265.50	40	15.07%
C02	636.50	30	5.03%
C03	526.75	10	1.90%
C04	223.75	9	4.02%
C05	289.25	5	1.73%
C06	769.00	77	10.01%
C07	833.50	19	2.28%
C08	214.25	3	1.40%
C09	125.25	2	1.60%
C10	37.25	1	2.68%
Schedule C Total	3,921.00	198	5.05%

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

¹⁰Total does not equal 100 percent due to employees who are paid above the maximum of the range.

Full-Time Classified State Employee Turnover Rate by Region

Turnover Rate by Region			
Region	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Central Gulf Coast	21,733.75	4,752	21.86%
Central Texas	44,420.25	9,3745	21.10%
Far West Texas	3,029.50	398	13.14%
North Central Texas	12,577.25	3,164	25.16%
Northeast Texas	9,267.25	1,699	18.33%
Northwest Texas	9,032.00	1,807	20.01%
Panhandle	7,337.25	1,687	22.99%
Permian Basin	5,284.25	953	18.03%
South Central Texas	10,488.25	1,824	17.39%
South Texas	9,860.25	1,711	17.35%
Upper Gulf Coast	7206.50	1,469	20.38%

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

Reasons State Employees Terminate Employment

Reasons State Employees Terminate Employment											
Reason	Fiscal Year 2000		Fiscal Year 1999		Fiscal Year 1998		Fiscal Year 1997		Fiscal Year 1996		
	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	11,306	39.18%	11,162	40.49%	10,670	38.90%	8,667	41.32%	8,295	31.46%	
Retirement	2,970	10.29%	2,511	9.11%	2,923	10.66%	857	4.09%	1,280	4.85%	
Reasons Unknown	2,501	8.67%	2,456	8.91%	2,158	7.87%	1,784	8.50%	1,697	6.44%	
Transfer to a Different Agency/Institution	2,311	8.01%	2,144	7.78%	2,123	7.74%	2,279	10.86%	8,286	31.43%	
Inadequate Salary	1,897	6.57%	1,973	7.16%	2,173	7.92%	1,976	9.42%	1,706	6.47%	
Dislike/Unsuitable for Assigned Tasks	1,193	4.13%	1,273	4.62%	1,084	3.95%	1,047	4.99%	995	3.77%	
Dissatisfaction With Supervisor	376	1.30%	322	1.17%	343	1.25%	273	1.30%	239	0.91%	
Lack of Opportunity for Advancement	201	0.70%	181	0.66%	217	0.79%	220	1.05%	193	0.73%	
Working Hours	105	0.36%	88	0.32%	102	0.37%	65	0.31%	50	0.19%	
Travel	50	0.17%	46	0.17%	30	0.11%	25	0.12%	37	0.14%	
Total Voluntary Turnover	22,910	79.40%	22,156	80.38%	21,823	79.55%	17,193	81.96%	22,778	86.39%	
Dismissal for Cause	2,603	9.02%	2,472	8.97%	2,147	7.83%	1,802	8.59%	1,180	4.48%	
Resignation in Lieu of Involuntary Separation	1,672	5.79%	1,416	5.14%	1,219	4.44%	1,043	4.97%	796	3.02%	
Reduction-in-Force	1,432	4.96%	1,224	4.44%	1,997	7.28%	756	3.60%	1,410	5.35%	
Death	208	0.72%	201	0.73%	246	0.90%	183	0.87%	201	0.76%	
Termination at Will	29	0.10%	96	0.35%	NA	NA	NA	NA	NA	NA	
Total Involuntary Turnover	5,944	20.60%	5,409	19.62%	5,609	20.45%	3,784	18.04%	3,587	13.61%	

Source: Comptroller of Public Accounts' Human Resources Information System and Uniform Statewide Payroll/Personnel System

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