

An Annual Report on

Full-Time Classified State Employee Turnover For Fiscal Year 1995



Office of the State Auditor
Lawrence F. Alwin, CPA

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Key Points Of Report

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Overall Conclusion

The fiscal year 1995 turnover rate of 13.51 percent for full-time classified employees within the State of Texas appears to be in line with local, state, and national averages.

Key Facts And Findings

- Personal reasons not related to the job, retirement, or interagency transfers were the top three reasons for classified employees leaving employment within a state agency. Inadequate salary and dismissal for cause were other top reasons, primarily for employees in lower salary groups.
- There were 16 agencies that experienced turnover rates greater than 20 percent (excluding those with less than 20 employees). Those with excessively high turnover were due to reductions-in-force, transfers of an agency program to another agency, or temporary projects.
- There were two occupational categories, *Medical* and *Library, Archives, and Records*, with turnover rates greater than 20 percent. In addition, there were 30 class series that had turnover greater than 20 percent. Inadequate salary was listed as a top reason for 11 of these.
- Employee turnover was highest in classifications in the lower salary groups, specifically Salary Group 05 and below.

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This briefing report was provided for information purposes.

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Overview

The statewide turnover rate for fiscal year 1995 was 13.51 percent, based on an average of 131,998 full-time classified state employees and a total of 17,835 full-time classified terminations. Employee turnover represents a substantial cost to individual agencies and the State of Texas as a whole. Significant costs arise from agencies having to recruit, hire, and train new staff.

Prior to fiscal year 1994, statewide turnover had been calculated with interagency transfers included, so that the individual agency turnover rates would be consistent with the statewide rate. However, we have excluded these interagency transfers in the following statewide figures to reflect the true turnover rate for the State. As the following table indicates, classified employee turnover rates had been decreasing in recent years; however, this trend reversed in fiscal year 1994 and has continued this reversal, albeit only slightly, in fiscal year 1995:

Figure 1

Fiscal Year	Statewide Classified Turnover Rate
1995	13.51%
1994	13.26%
1993	9.95%
1992	11.43%
1991	12.53%

In looking at the State's classified turnover rate, it is important to have relevant points of comparison in order to get a better picture of what is indicated by this rate. While we were unable to find any documentation outlining an ideal or "normal" turnover rate, we were able to obtain local, state, and national turnover information for purposes of comparison. Based on these comparisons, Texas' classified turnover rate does not appear excessive.

When reviewing local data, we chose to focus on the Central Texas region, including Travis County and the Austin area. Because this region contains the largest percentage of the State's full-time classified employees, it is considered the primary market within which the State competes for its classified employees, and as such, forms a basis for comparison with market turnover data. Travis County had a 1995 turnover rate of 10.65 percent. According to a 1994 survey conducted by Dell Computer Corporation, the Austin area turnover rate was 8.1 percent.

In addition to local turnover rates, the rates of other state governments were reviewed for comparison. According to the *1995 Central States Fringe Benefits Survey*, the 1994 turnover rates for the states surveyed (most recent data available) were as follows:

Figure 2

State	Turnover Rate
Arkansas	28.8%
Missouri	17.0%
Montana	15.7%
Oklahoma	14.4%
New Mexico	14.0%
TEXAS	13.3%
Wyoming	12.3%
South Dakota	11.5%
Utah	11.2%
Colorado	10.7%
North Dakota	10.0%
Louisiana	10.0%
Idaho	9.1%
Nebraska	8.9%
Minnesota	5.3%
Iowa	5.0%
Central States Average	12.3%

The U.S. Department of Labor, Bureau of Labor Statistics, reported turnover for fiscal year 1995 to be 21.60 percent for federal employees within the executive branch of government.

The Bureau of National Affairs reports a nationwide interim 1995 turnover rate of 12.0 percent. (It should be noted that this figure was extrapolated from data available for only the first three quarters of 1995 and is subject to change as the data for the final quarter becomes available.) This figure includes both public and private sector employers.

Historically, terminations for classified employees have been coded by specific reasons [See Figure 5]. The majority of the State's classified terminations (87 percent) was due to voluntary separations made by the employee. Involuntary separations, due to reductions-in-force, dismissal for cause, and death, account for the other 13 percent of the State's classified terminations.

As might be expected, personal reasons not related to the job is the primary reason (41 percent) classified employees leave state employment. This accounts for normal employee career change and growth. Retirement was also a top reason for termination

(12 percent). The retirement incentive which went into effect September 1, 1993, most likely influenced this. Interagency transfers account for nine percent of all terminations. Many of these are a result of mandated transfers of functional departments from one agency to another.

Inadequate salary also accounted for nine percent of total separations and was one of the top reasons for terminations in Salary Groups 05 and below. These lower salary groups had higher turnover, overall, than the other groups [See Figure 6]. Dismissal for cause also tended to be a top reason for termination in the lower salary groups. Related to this, resignation in lieu of dismissal was also higher in Salary Groups 05 and below.

The high incidence of the Reason Unknown code (8 percent) suggests that in some cases, agencies are not always making the best effort to properly determine and document employees' reasons for leaving state employment.

Sixteen agencies had turnover rates greater than 20 percent (excluding agencies with fewer than 20 employees) [See Figure 3]. We have included the primary reasons for those agencies where additional explanations for the high turnover were available. Those agencies with no reason listed experienced normal voluntary employee terminations.

Figure 3

Department	Turnover Rate	Primary Reasons
Office of the Governor	105.84%	52 percent of total terminations were due to interagency transfers and 36 percent were due to an agency reduction-in-force.
Department of Licensing and Regulation	61.18%	82 percent of total terminations were due to interagency transfers since the Manufactured Housing Program was transferred to the Department of Housing and Community Affairs.
State Preservation Board	59.46%	Temporary project work on the State's Capitol Extension Project. As the project neared its completion, employees hired specifically to support the project sought other employment.
Department of Information Resources	40.63%	41 percent of total terminations were due to an agency reduction-in-force.
National Guard Armory Board	30.43%	
Comm. On Law Enforcement Officer Stds. and Ed.	27.78%	
Commission on Alcohol and Drug Abuse	25.63%	15 percent of total terminations were due to an agency reduction-in-force.
Cosmetology Commission	25.00%	

Figure 3 (concluded)

Department	Turnover Rate	Primary Reasons
Texas Youth Commission	24.81%	
Office of Court Administration	23.40%	
Tx. Dept. of Mental Health and Mental Retardation	22.29%	29 percent of total terminations were due to Inadequate salary.
Criminal Justice Policy Council	21.74%	
Texas Ethics Commission	21.43%	
General Services Commission	20.51%	
State Office of Administrative Hearings	20.45%	
Treasury Department	20.34%	

The *Medical and Library, Archives, and Records* occupational categories both had turnover rates in excess of 20 percent [See Figure 8]. In addition, 30 class series had a turnover rate higher than 20 percent (excluding series that had less than 20 incumbents) [See Figure 9]. Since salary is a factor that the State can control to improve turnover rates, it should be noted that of the class series with high turnover, inadequate salary was listed as one of the top reasons for terminations for the following series:

Figure 4

Class/Class Series	Turnover Rate
Licensed Vocational Nurses	39.48%
MHMR classes	28.25%
Laboratory Technicians	27.81%
Groundskeepers	27.45%
Hearings Examiners	26.00%
Registered Therapists/Registered Therapist Assistants	25.40%
Nurses	25.13%
Property Inventory Clerks	24.00%
Systems Programmers	21.15%
Truck Drivers	20.63%
Therapist Technicians	20.35%

Dismissal for cause attributed to high turnover in Youth Activities Supervisors and Building Custodians which also had turnover rates over 20 percent. A high number of dismissal for cause terminations may be an indicator that agencies need to improve their selection or training procedures.

Detailed Turnover Statistics

Figure 5
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY REASON

Reason	Number of Terminations	Percentage of Total Terminations
Inadequate Salary	1,682	8.54%
Lack of Opportunity for Advancement	184	0.93%
Dissatisfaction with Supervisors or Co-Workers	279	1.42%
Travel	42	0.21%
Working Hours	43	0.22%
Did Not Like or Felt Unsuitable for Duties	827	4.20%
Resignation in Lieu of Dismissal	554	2.81%
Personal Reasons Not Related to Job	8,065	40.97%
Reasons Unknown	1,563	7.94%
Change from Classified to Unclassified Position	0	0.00%
Change from Classified to Exempt Position	0	0.00%
Reduction-in-Force	571	2.90%
Transfer to a Different Agency	1,851	9.40%
Dismissal for Cause	1,459	7.41%
Retirement	2,362	12.00%
Death	204	1.04%

Figure 6
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY SALARY GROUP

Salary Group	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
02	856	213	24.88%
03	2,248	886	39.41%
04	1,620	360	22.22%
05	8,063	2,083	25.83%
06	10,733	1,785	16.63%
07	5,604	1,183	21.11%
08	7,336	1,151	15.69%
09	7,492	1,399	18.67%
10	3,735	726	19.44%
11	25,812	2,972	11.51%
12	8,672	1,156	13.33%
13	9,402	998	10.61%
14	6,751	871	12.90%
15	6,702	736	10.98%
16	7,878	1,048	13.30%
17	5,110	519	10.16%
18	4,809	602	12.52%
19	3,532	362	10.25%
20	2,728	313	11.47%
21	2,904	323	11.12%

Figure 7

FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY AGENCY (In General Appropriation's Act Article Order)

Agency No.	Agency Name	Avg. Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
ARTICLE I - GENERAL GOVERNMENT				14.43%
342	Aircraft Pooling Board	29	4	13.79%
813	Arts, Commission on the	14	3	21.43%
302	Attorney General, Office of the	2,951	369	12.50%
352	Bond Review Board	7	1	14.29%
304	Comptroller of Public Accounts	2,029	122	6.01%
477	Emergency Communications, Advsy. Comm on State	19	3	15.79%
327	Employees Retirement System	268	33	12.31%
356	Ethics Commission	28	6	21.43%
347	Finance Authority, Texas Public	11	2	18.18%
325	Fire Fighters' Pension Commissioner	4	1	25.00%
303	General Services Commission	741	152	20.51%
301	Governor, Office of the	137	145	105.84%
808	Historical Commission	66	7	10.61%
344	Human Rights, Commission on	43	2	4.65%
353	Incentive and Productivity Commission	5	1	20.00%
313	Information Resources, Department	96	39	40.63%
306	Library and Archives Commission	170	25	14.71%
338	Pension Review Board, State	4	0	0.00%
809	Preservation Board	37	22	59.46%
307	Secretary of State	221	29	13.12%
333	State-Federal Relations, Office of	13	18	138.46%
310	Treasury Department	177	36	20.34%
403	Veterans Commission	74	11	14.86%
ARTICLE II - HEALTH AND HUMAN SERVICES				17.31%
340	Aging, Department on	35	4	11.43%
517	Alcohol and Drug Abuse, Commission on	238	61	25.63%

Figure 7 (continued)

FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY AGENCY (In General Appropriation's Act Article Order)

Agency No.	Agency Name	Avg. Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
318	Blind, Commission for the	544	73	13.42%
527	Cancer Council	7	0	0.00%
355	Children's Trust Fund of Texas Council	7	2	28.57%
335	Deaf and Hearing Impaired, Comm. for the	7	2	28.57%
532	Early Childhood Intervention, Interagency Council on	56	10	17.86%
501	Health, Department of	5,576	821	14.72%
529	Health and Human Services Commission	64	11	17.19%
324	Human Services, Department of	16,420	1,928	11.74%
655	Mental Health and Mental Retardation, Dept. of	25,800	5,751	22.29%
530	Protective and Regulatory Services, Dept. of	6,249	1,017	16.27%
330	Rehabilitation Commission	2,411	256	10.62%
364	Health Professions Council	2	0	0.00%
ARTICLE III - EDUCATION				16.17%
701	Education Agency, Central	986	163	16.53%
771	Blind and Visually Impaired, School for the	226	43	19.03%
772	Deaf, School for the	338	64	18.93%
323	Teacher Retirement System and ORP	311	31	9.97%
ARTICLE IV - JUDICIARY				14.78%
201	Supreme Court of Texas	21	4	19.05%
211	Court of Criminal Appeals	22	3	13.64%
221	First Court of Appeals District, Houston	11	5	45.45%
222	Second Court of Appeals District, Fort Worth	13	2	15.38%
223	Third Court of Appeals District, Austin	9	0	0.00%
224	Fourth Court of Appeals District, San Antonio	10	0	0.00%
225	Fifth Court of Appeals District, Dallas	16	3	18.75%
226	Sixth Court of Appeals District, Texarkana	6	0	0.00%
227	Seventh Court of Appeals District, Amarillo	6	0	0.00%

Figure 7 (continued)

FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY AGENCY (In General Appropriation's Act Article Order)

Agency No.	Agency Name	Avg. Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
228	Eighth Court of Appeals District, El Paso	7	0	0.00%
229	Ninth Court of Appeals District, Beaumont	7	0	0.00%
230	Tenth Court of Appeals District, Waco	4	0	0.00%
231	Eleventh Court of Appeals District, Eastland	6	0	0.00%
232	Twelfth Court of Appeals District, Tyler	5	0	0.00%
233	Thirteenth Court of Appeals District, Corpus Christi	10	2	20.00%
234	Fourteenth Court of Appeals District, Houston	12	1	8.33%
212	Office of Court Administration, Texas Judicial Council	47	11	23.40%
213	State Prosecuting Attorney, Office of the	2	0	0.00%
243	State Law Library	7	1	14.29%
204	Court Reporters Certification Board	1	1	100.00%
242	Commission on Judicial Conduct	8	1	12.50%
ARTICLE V - PUBLIC SAFETY AND CRIMINAL JUSTICE				13.38%
401	Adjutant General's Department	272	52	19.12%
458	Alcoholic Beverage Commission	270	32	11.85%
406	Armory Board, National Guard	23	7	30.43%
696	Criminal Justice, Department of	34,872	4,540	13.02%
410	Criminal Justice Policy Council	23	5	21.74%
411	Fire Protection, Commission on	140	10	7.14%
409	Jail Standards, Commission on	18	1	5.56%
665	Juvenile Probation Commission	32	1	3.13%
407	Law Enforcement Officer Stds & Ed., Commission on	36	10	27.78%
474	Polygraph Examiners Board	1	0	0.00%
467	Private Investigator & Private Security Agencies, Bd of	40	8	20.00%
405	Public Safety, Department of	3,379	341	10.09%
346	Sex Offender Treatment, Council on	2	2	100.00%
694	Youth Commission, Texas	1,955	485	24.81%

Figure 7 (continued)

FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY AGENCY (In General Appropriation's Act Article Order)

Agency No.	Agency Name	Avg. Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
ARTICLE VI - NATURAL RESOURCES				11.17%
551	Agriculture, Department of	459	54	11.76%
554	Animal Health Commission	217	19	8.76%
305	General Land Office and Veterans' Land Board	547	65	11.88%
526	Low-Level Radioactive Waste Disposal Authority	12	2	16.67%
582	Natural Resource Conservation Commission	2,592	257	9.92%
802	Parks and Wildlife Department	1,326	120	9.05%
455	Railroad Commission of Texas	822	156	18.98%
579	Rio Grande Compact Commission	2	0	0.00%
592	Soil and Water Conservation Board	54	3	5.56%
580	Water Development Board	238	24	10.08%
ARTICLE VII - BUSINESS AND ECONOMIC DEVELOPMENT				10.97%
465	Commerce, Texas Department of	287	50	17.42%
322	Employment Commission, Texas	4,260	515	12.09%
332	Housing and Community Affairs, Department of	228	43	18.86%
601	Transportation, Texas Department of	10,063	1,017	10.11%
363	Council on Workforce & Economic Competitiveness	13	4	30.77%
ARTICLE VIII - REGULATORY				18.07%
457	Accountancy, Board of Public	38	6	15.79%
360	Administrative Hearings, Office of	44	9	20.45%
459	Architectural Examiners, Board of	12	3	25.00%
502	Barber Examiners, Board of	12	4	33.33%
508	Chiropractic Examiners, Board of	5	2	40.00%
505	Cosmetology Commission	36	9	25.00%
469	Credit Union Department	4	1	25.00%
504	Dental Examiners, Board of	9	3	33.33%
460	Engineers, Board of Registration for Prof.	21	3	14.29%

Figure 7 (continued)

FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY AGENCY (In General Appropriation's Act Article Order)

Agency No.	Agency Name	Avg. Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
451	Banking, Department of	8	2	25.00%
466	Consumer Credit Commissioner, Office of the	4	1	25.00%
450	Savings and Loan Department	2	0	0.00%
513	Funeral Service Commission	8	5	62.50%
454	Insurance, Department of	826	86	10.41%
359	Insurance Counsel, Office of Public	13	2	15.38%
464	Land Surveying, Board of Professional	3	0	0.00%
452	Licensing and Regulation, Department of	170	104	61.18%
503	Medical Examiners, Board of	89	12	13.48%
507	Nurse Examiners, Board of	44	7	15.91%
511	Nurse Examiners, Board of Vocational	19	5	26.32%
514	Optometry Board	5	1	20.00%
472	Pest Control Board, Structural	32	6	18.75%
515	Pharmacy, Board of	36	4	11.11%
533	Phys. & Occ. Therapy Examiners, Exec Council of	16	4	25.00%
456	Plumbing Examiners, Board of	16	5	31.25%
512	Podiatry Examiners, Board of	2	0	0.00%
520	Psychologists, Board of Examiners of	12	4	33.33%
476	Racing Commission	57	7	12.28%
329	Real Estate Commission	81	12	14.81%
312	Securities Board, State	64	8	12.50%
337	Tax Professional Examiners, Board of	3	0	0.00%
473	Utility Commission, Public	150	23	15.33%
475	Utility Counsel, Office of the Public	15	6	40.00%
578	Veterinary Medical Examiners, Board of	7	2	28.57%
453	Workers' Compensation Commission	1,075	184	17.12%
478	Texas Workers' Compensation Research Center	11	3	27.27%

Figure 7 (concluded)

FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY AGENCY (In General Appropriation's Act Article Order)

Agency No.	Agency Name	Avg. Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
ARTICLE X - THE LEGISLATURE				13.02%
308	State Auditor's Office	215	28	13.02%

Figure 8

FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY OCCUPATIONAL CATEGORY

Occupational Category	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Medical	6,644	1,588	23.90%
Library, Archives, and Records	275	63	22.91%
Custodial/Domestic	4,400	842	19.14%
Social Services	30,966	5,696	18.39%
Planning, Research, and Information	1,207	203	16.82%
Legal	1,458	240	16.46%
Automated Systems	5,810	827	14.23%
Clerical/Administrative/Office Services	24,307	3,438	14.14%
Investigation	517	73	14.12%
Employment	2,503	329	13.14%
Criminal Justice	26,593	3,470	13.05%
Program Administration	4,735	580	12.25%
Maintenance	4,302	524	12.18%
Inspection	832	101	12.14%
Accounting/Finance	2,506	298	11.89%
Property Management and Purchasing	1,418	168	11.85%
Education	232	27	11.64%
Statistics, Procedures, and Writing	227	25	11.01%
Human Resources	1,805	197	10.91%
Land Surveying/Appraisal	101	10	9.90%
Auditing	1,976	193	9.77%
Engineering	5,164	484	9.37%
Insurance	321	29	9.03%
Safety	219	19	8.68%
Design	222	19	8.56%
Public Safety	1,412	114	8.07%
Environmental	1,810	125	6.91%

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Figure 9
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
ACCOUNTING/FINANCE			
Accounting Clerks	778	106	13.62%
Accountants	1,405	161	11.46%
Directors of Finance	3	1	33.33%
Investment Officers	11	1	9.09%
Budget Analysts	198	16	8.08%
Financial Examiners	63	5	7.94%
Reimbursement Officers	47	8	17.02%
AUDITING			
Auditors	352	67	19.03%
Assistant State Auditors	154	19	12.34%
EDP Audit Specialists	23	5	21.74%
Management Auditors	125	16	12.80%
Internal Auditors	123	21	17.07%
Tax Auditors	1	0	0.00%
Taxpayer Compliance Officers	66	5	7.58%
Senior Enforcement Officers	217	13	5.99%
Accounts Examiners	847	39	4.60%
Securities Analysts/Examiners	15	2	13.33%
Insurance Examiners	48	6	12.50%
Field Representatives	6	0	0.00%
AUTOMATED SYSTEMS			
Word Processing Operators	371	63	16.98%
Data Entry Operators/Supervisors	943	103	10.92%
ADP Equipment Operators/Supervisors	453	63	13.91%
ADP Record Control Clerks	165	21	12.73%
Systems Support Specialists	871	132	15.15%
ADP Programmers	514	133	25.88%

Figure 9 (continued)
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Systems Programmers	104	22	21.15%
Programmer Analysts	742	100	13.48%
Systems Analysts	1,104	122	11.05%
Data Base Administrators	75	13	17.33%
Telecommunications Specialists	140	15	10.71%
Network Managers	203	29	14.29%
Directors of ADP	128	11	8.59%
CLERICAL/ADMINISTRATIVE/OFFICE SERVICES			
Messengers	3	0	0.00%
Switchboard Operators/Supervisors	296	56	18.92%
Clerk Typists	134	17	12.69%
Clerks/Clerical Supervisors	7,610	1,257	16.52%
Secretaries	3,446	509	14.77%
Administrative Technicians	10,982	1,400	12.75%
Executive Assistants	295	31	10.51%
Duplicating Machine Operators	42	2	4.76%
Reproduction Equipment Operators/Supervisors	239	32	13.39%
Microfilm Camera Operators	75	4	5.33%
Micrographics Technicians/Supervisors	44	2	4.55%
Claims Officers	10	1	10.00%
Staff Services Officers	506	60	11.86%
Business Managers	95	1	1.05%
Office Support Clerks	62	15	24.19%
Contract Technicians/Specialists	470	51	10.85%
CRIMINAL JUSTICE			
Correctional Officers	23,239	2,981	12.83%
Parole Analysts	40	2	5.00%
Parole Officers/Supervisors	1,336	118	8.83%

Figure 9 (continued)
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Wardens	88	2	2.27%
Counsel Substitutes	94	13	13.83%
Correctional Transportation Officers	70	4	5.71%
Industrial Supervisors	547	64	11.70%
Agriculture Supervisors	1	0	0.00%
Unit Agriculture Supervisors/Farm Managers	127	11	8.66%
Polygraph Examiners	2	0	0.00%
Youth Activities Supervisors	1,052	275	26.14%
CUSTODIAL/DOMESTIC			
Building Custodians	1,189	245	20.61%
Housekeeping Supervisors/Managers	81	6	7.41%
Groundskeepers	153	42	27.45%
Security Workers	299	91	30.43%
Security Officers	100	11	11.00%
Cooks	380	63	16.58%
Food Service Workers/Managers	1,503	280	18.63%
Sewing Room Worker/Supervisors	18	6	33.33%
Laundry Workers/Managers	643	92	14.31%
Cosmetologists	23	2	8.70%
Barbers	7	3	42.86%
Canteen Managers	6	1	16.67%
DESIGN			
Drafters	13	3	23.08%
Graphics Designers	70	6	8.57%
Interactive Graphics Technicians	50	2	4.00%
Project Design Assistants/Architects	88	8	9.09%
EDUCATION			
Education Consultant	86	6	6.98%

Figure 9 (continued)
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Education Specialists	102	17	16.67%
Education Program Directors	45	4	8.89%
ENGINEERING			
Engineering Aides	41	14	34.15%
Engineering Technicians	2,981	258	8.65%
Engineering Assistants	347	32	9.22%
Engineering Specialists	733	105	14.32%
Engineers	1,063	75	7.06%
ENVIRONMENTAL			
Hydrologist Assistants/Hydrologists	119	2	1.68%
Geologist Assistants/Geologists	161	7	4.35%
Landscape Architect Assistants/Landscape Architects	18	1	5.56%
Environmental Quality Specialists	731	53	7.25%
Wastewater Enforcement Coordinators	7	2	28.57%
Sanitarians	144	15	10.42%
Seed Analysts	19	1	5.26%
Agronomists	11	0	0.00%
Fish and Wildlife Technicians	225	15	6.67%
Park Rangers	369	29	7.86%
Soil Conservationists	8	0	0.00%
EMPLOYMENT			
Interviewing Clerks	46	10	21.74%
Employment Interviewers	1,735	263	15.16%
Employment Technicians	5	0	0.00%
Employment Counselors	5	0	0.00%
Employment Supervisors	338	32	9.47%
Employment Security Field Assistants	24	1	4.17%
Veterans Employment Representatives	79	5	6.33%

Figure 9 (continued)
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Placement Specialists	15	0	0.00%
Labor Market Analysts	64	5	7.81%
Unemployment Insurance Claims Examiners	51	4	7.84%
Unemployment Insurance Specialists	32	1	3.13%
Unemployment Tax Specialists	25	2	8.00%
Appeals Referees	83	6	7.23%
HUMAN RESOURCES			
Human Resources Management Clerks	462	66	14.29%
Human Resources Management Assistants	324	29	8.95%
Human Resources Management Officers	263	29	11.03%
Human Resources Management Technicians/Specialists	36	6	16.67%
Human Resources Management Directors	114	12	10.53%
Position Classification Analysts	29	4	13.79%
Training Specialists	549	49	8.93%
Civil Rights Compliance Specialists	28	2	7.14%
INSPECTION			
Inspectors	415	66	15.90%
Manufacturing Process and Plant Inspectors	9	0	0.00%
Safety Services Inspectors	54	17	31.48%
Sanitation Inspectors	3	0	0.00%
Construction Inspectors	22	1	4.55%
Port of Entry Inspectors	84	6	7.14%
Assistant Agriculture Inspectors/Agriculture Inspectors	141	7	4.96%
Animal Health Inspectors	105	4	3.81%
INSURANCE			
Actuaries	13	2	15.38%
Insurance Technicians	187	17	9.09%
Insurance Specialists	60	3	5.00%

Figure 9 (continued)
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Insurance Directors	62	7	11.29%
INVESTIGATION			
Investigators	510	71	13.92%
Chief Investigators, Motor Vehicle Division	8	2	25.00%
LAND SURVEYING/APPRaisal			
Land Surveyors	6	0	0.00%
Right of Way Appraisers	22	2	9.09%
Appraisers	73	8	10.96%
LEGAL			
Legal Secretaries	466	79	16.95%
Appellate Secretaries	50	7	14.00%
Law Librarians	20	1	5.00%
Deputy Clerks	60	3	5.00%
Legal Assistants	226	41	18.14%
Attorneys	379	62	16.36%
Legal Counsels	12	3	25.00%
Hearings Reporters	5	3	60.00%
Hearings Examiners/Directors	100	26	26.00%
TWCC Prehearings Examiners	36	6	16.67%
Ombudsmans, TWCC	46	5	10.87%
Legal Examiners	13	0	0.00%
Human Services Hearings Officers	47	4	8.51%
LIBRARY, ARCHIVES, AND RECORDS			
Magnetic Tape Librarians	5	0	0.00%
Bindery Technicians	41	14	34.15%
Darkroom Technicians	1	0	0.00%
Photographers	25	4	16.00%
Document Examiners	13	1	7.69%

Figure 9 (continued)
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Exhibit Technicians	17	5	29.41%
Museum Curators	2	0	0.00%
Historians	8	2	25.00%
Librarian Assistants	29	9	31.03%
Librarians	40	8	20.00%
Medical Librarians	51	11	21.57%
Archaeologists	25	9	36.00%
Archivists	10	0	0.00%
Directors of Records Service	10	0	0.00%
MAINTENANCE			
Helpers, Maintenance and Construction	40	6	15.00%
Laborers	6	13	216.67%
Air Conditioning and Boiler Operators	89	22	24.72%
Electrical and Air Conditioning Mechanics	310	36	11.61%
Maintenance Mechanics	1,213	161	13.27%
Maintenance Supervisors	171	27	15.79%
Plant Maintenance Managers	316	19	6.01%
Building Managers	6	0	0.00%
Superintendents of Building and Equipment, Dept. of Corrections	17	2	11.76%
Clerks of the Works	13	2	15.38%
Locksmiths	5	1	20.00%
Tunnel Guards	6	2	33.33%
Tunnel Machinery Operators	3	0	0.00%
Maintenance Construction Supervisors	158	15	9.49%
Roadway Maintenance Supervisors	589	64	10.87%
District Roadway Maintenance Superintendents	12	4	33.33%
Truck Drivers	252	52	20.63%
Motor Vehicle Mechanics/Supervisors	436	48	11.01%

Figure 9 (continued)
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Motor Vehicle Transfer Analysts	15	4	26.67%
Machinists	8	1	12.50%
Welders, Combination/Welding Technicians	6	0	0.00%
Sign Superintendents	13	1	7.69%
Shop Supervisors	120	12	10.00%
Equipment and Services Superintendents	7	0	0.00%
Aircraft Pilots	16	2	12.50%
Aircraft Mechanics	7	2	28.57%
Senior Aircraft Mechanics and Inspectors	1	0	0.00%
Avionics Managers	1	0	0.00%
Radio Mechanics	20	2	10.00%
Radio Tower Technicians	2	1	50.00%
Communications Electronic Technicians/ Superintendents	31	1	3.23%
Communications Officers	1	0	0.00%
Office Machine Service Technicians	24	2	8.33%
Metrologists	3	0	0.00%
Traffic Signal Repair Technicians	154	7	4.55%
Chiefs of Building Engineering and Management	1	0	0.00%
Traffic Data Coordinators	11	0	0.00%
Utility Specialists	33	4	12.12%
Right of Way Agents	184	11	5.98%
Right of Way Utility Agents	7	0	0.00%
Operations and Maintenance Supervisors	3	0	0.00%
MEDICAL			
Dietitians	34	8	23.53%
Nutritionists	141	22	15.60%
Clinical Records Clerks/Technicians/Administrators	251	32	12.75%
Health Program Specialists	144	11	7.64%

Figure 9 (continued)
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Public Health Technicians	342	37	10.82%
Epidemiologists	37	5	13.51%
Veterinarians	30	1	3.33%
Consultants, Hospital Administration	9	0	0.00%
Laboratory Technicians	151	42	27.81%
Laboratory Consultants	15	0	0.00%
Infection Control Practitioners	3	0	0.00%
Medical Technologists	87	14	16.09%
Cytotechnologists	17	4	23.53%
Radiological Technologists	50	9	18.00%
Electroencephalograph Technicians	4	1	25.00%
Orthopedic Equipment Technicians	50	9	18.00%
Registered Therapist Assistants/Registered Therapists	311	79	25.40%
Medical Aides	121	20	16.53%
Correctional Medication Aides	138	27	19.57%
Medical Technicians	169	47	27.81%
Medical Assistants	5	2	40.00%
Licensed Vocational Nurses	1,459	576	39.48%
Nurses	1,783	448	25.13%
Nurse Program Specialists	37	6	16.22%
Advanced Nurse Practitioners	35	7	20.00%
Respiratory Care Practitioners	13	1	7.69%
Nursing Consultants	4	0	0.00%
Dental Assistants	114	14	12.28%
Dental Hygienists	36	2	5.56%
Pharmacy Technicians	86	28	32.56%
Pharmacists	95	12	12.63%
Chemical Dependency Counselors	139	26	18.71%

Figure 9 (continued)
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Psychologists	432	66	15.28%
Research Technicians	3	1	33.33%
Chemists	139	14	10.07%
Microbiologists	155	16	10.32%
Biologists	9	1	11.11%
PLANNING, RESEARCH, AND INFORMATION			
Planners	485	77	15.88%
Research Assistants/Specialists/Associates/Management	237	47	19.83%
Information Specialists	354	62	17.51%
Coordinators, Information Media	12	2	16.67%
Supervisors, Instructional Media Laboratory	2	1	50.00%
Audio Visual Technicians/Directors	22	2	9.09%
Visual Education Specialists	4	0	0.00%
Marketing Specialists	65	9	13.85%
Marketing Agents, Department of Corrections	1	0	0.00%
Economists	26	3	11.54%
PROGRAM ADMINISTRATION			
Division Directors	56	11	19.64%
Deputy Administrators	32	4	12.50%
Special Project Directors	59	23	38.98%
Operations Directors	22	3	13.64%
Program Administrators/Directors of Programs	3,267	393	12.03%
Assistant Regional Directors/Regional Directors	40	3	7.50%
Assistant Superintendents	2	0	0.00%
Area Managers	108	11	10.19%
Program Specialists	1,062	124	11.68%
Chiefs of Program Evaluation	5	1	20.00%
Program Officers	8	1	12.50%

Figure 9 (continued)
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Retirement Systems Benefits Specialists	76	6	7.89%
PUBLIC SAFETY			
Criminalists/Supervising Criminalists	118	6	5.08%
Communications Center Operators/Specialists/Shift Leaders	23	3	13.04%
Police Communications Operators/Supervisors	240	16	6.67%
Latent Print Technicians	3	0	0.00%
Fingerprint Technicians/Supervisors	48	3	6.25%
Crime Laboratory Evidence Technicians	8	1	12.50%
Assistant Field Laboratory Managers	1	0	0.00%
DPS Records Technicians	87	11	12.64%
Drivers License Examiners/Technicians	749	62	8.28%
State Capitol Security Police	1	0	0.00%
State Technical Operations Officers	1	0	0.00%
Emergency Management Information Officers	1	0	0.00%
Accident Code Clerks/Supervisors	49	1	2.04%
Evaluators	18	0	0.00%
PROPERTY MANAGEMENT AND PURCHASING			
Stock Clerks	243	46	18.93%
Warehouse Supervisors	51	7	13.73%
Warehouse Superintendents	45	5	11.11%
Property Inventory Clerks	50	12	24.00%
Property Coordinators	27	0	0.00%
Property Managers	18	5	27.78%
Purchasing Clerks	290	32	11.03%
Purchasers	693	60	8.66%
Specifications Technicians/Chiefs	4	1	25.00%
SAFETY			
Deputy State Fire Marshals	47	2	4.26%

Figure 9 (continued)
FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Fire and Safety Officers	2	0	0.00%
Safety Officers/Managers	144	12	8.33%
Risk Management Specialists/Risk Managers	27	5	18.52%
STATISTICS, PROCEDURES, AND WRITING			
Field Records Analysts	6	2	33.33%
Methods Analysts	9	1	11.11%
Methods and Procedures Specialists	28	1	3.57%
Administrative Procedures Technicians	9	1	11.11%
Statistical Clerks	45	7	15.56%
Statisticians	87	7	8.05%
Technical Writers	30	3	10.00%
Journalists	7	3	42.86%
Educational Writers	7	0	0.00%
SOCIAL SERVICES			
Chaplaincy Services Assistants/Chaplains	116	15	12.93%
Youth Program Supervisors	3	0	0.00%
Child Development Specialists	69	7	10.14%
Child Support Officers	654	45	6.88%
Child Protective Services Specialists	2,738	546	19.94%
Adult Protective Services Specialists	208	28	13.46%
Social Service Workers	6,956	858	12.33%
Social Service Case Analysts	342	28	8.19%
Social Service Supervisors	926	61	6.59%
Social Service Program Consultants	59	4	6.78%
Social Service Administrators	716	41	5.73%
Therapist Technicians	3,130	637	20.35%
MHMR classes	8,845	2,499	28.25%
Qualified Mental Retardation Professionals	254	31	12.20%

Figure 9 (concluded)

FULL-TIME CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Occupational Category/Class Series Title	Avg. Number Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Recreation Supervisors/Program Managers	42	6	14.29%
Human Services Specialists	214	20	9.35%
Institutional Licensing Representatives	6	2	33.33%
Disability Services Technicians	115	11	9.57%
Case Review Specialists	24	0	0.00%
Disability Determination Officers	64	11	17.19%
Disability Examiners	337	17	5.04%
Rehabilitation Technicians	127	20	15.75%
Vocational Rehabilitation Counselors	592	64	10.81%
Directors, Vocational Rehabilitation	3	0	0.00%
Rehabilitation Services Technicians	511	70	13.70%
Veterans Assistance Counselors/Supervisors	38	8	21.05%
Houseparents	446	87	19.51%
Caseworkers	551	98	17.79%
Medical Caseworkers/Psychiatric Caseworkers	7	0	0.00%
Clinical Social Workers	509	93	18.27%
Case Managers	434	78	17.97%
Rehabilitation Caseworkers	27	2	7.41%
Volunteer Services Coordinators/Chiefs	107	14	13.08%
Rehabilitation Teachers	182	34	18.68%
Commission for the Blind classes	108	21	19.44%
Coordinators of Rehabilitation	14	0	0.00%
Community Service Aides	714	131	18.35%
Social Services Technicians	654	97	14.83%
Vocational Rehabilitation Supervisors	52	7	13.46%
Aging Program Specialists	10	1	10.00%
Interpreters	14	1	7.14%
Translators, Spanish	1	0	0.00%
Quality Control Analysts/Field Managers	52	3	5.77%

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Appendix:

Objective, Scope, and Methodology

The objective of this report is to provide classified employee turnover information which can be used to evaluate and address areas of concern related to turnover and potentially reduce future turnover costs to the State.

This report was prepared from quarterly and year-end summary information received from the Human Resource Information System (HRIS) relating to full-time classified employees within 128 state agencies. This report does not address turnover figures for part-time, temporary, hourly, exempt from classification, or higher education employees.

The average employee figures were computed by averaging the number of classified employees contained in each HRIS quarterly analysis report for the four quarters of fiscal year 1995.

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