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State Auditor

An Annual Report on
**Classified Employee Turnover
for Fiscal Year 2021**

March 2022
Report No. 22-702

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Overall Conclusion

The fiscal year 2021 statewide turnover rate for classified regular full- and part-time employees was 21.5 percent. This rate is based on 31,665¹ employee separations and an average headcount of 147,144.50.² When compared with fiscal year 2020, this is an increase from the statewide turnover rate of 18.6 percent.

Key Points

Voluntary separations increased 20.4 percent since fiscal year 2020.

The majority of employees left state employment of their own accord. Voluntary separations, including retirements and excluding interagency transfers, accounted for 78.2 percent of the State's total separations in fiscal year 2021. That was an increase of 20.4 percent in the number of voluntary separations compared with fiscal year 2020.

Involuntary separations are generally employer decisions and include separations due to dismissal for cause, resignation in lieu of involuntary separation, reduction in force, termination at will, or cease of employment because of death. These separations accounted for 21.8 percent of the State's total separations in fiscal year 2021. That was a decrease of 5.6 percent in the number of involuntary separations compared with fiscal year 2020.

Table 1

History of Statewide Turnover Rates Fiscal Years 2017 through 2021	
Fiscal Year	Statewide Turnover Rate
2017	18.6%
2018	19.3%
2019	20.3%
2020	18.6%
2021	21.5%

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

¹ This total does not include interagency transfers, which are employee transfers to other state agencies or higher education institutions, because they are not considered a loss to the State as a whole. The total number of separations including interagency transfers was 33,170 for fiscal year 2021.

² This report focuses on headcounts and turnover for full-time and part-time classified employees at state agencies. In contrast, the State Auditor's Office's reports on full-time equivalent (FTE) employees focus on FTE levels at state agencies and higher education institutions. Because the FTE reports and turnover reports focus on different populations, a comparison of the numbers in those reports should not be made.

The top three reasons that employees reported in exit surveys for leaving state employment during fiscal year 2021 were retirement, better pay/benefits, and poor working conditions/environment.

Those top three reasons for leaving state employment are based on 3,790 exit surveys completed by state agency employees (not including higher education institution employees) who voluntarily left state employment.

Turnover was highest among employees under the age of 30, and more than half of the employees who left state employment in fiscal year 2021 had fewer than 5 years of state service.³

The turnover rate of 46.0 percent for employees age 16 to 29 was more than twice the State's average. There was also a 12.3 percent increase in separations for employees in that age group compared with fiscal year 2020.

In addition, employees with fewer than 5 years of state service accounted for 64.9 percent of total separations (20,555 separations). Almost half of those employees (47.3 percent) were in either the Correctional Officer or the Direct Support Professional job classification series.

Three occupational categories had turnover rates higher than the statewide turnover rate.

Criminal Justice had the highest turnover rate (37.0 percent) among the state's 27 occupational categories in fiscal year 2021, followed by the Social Services (28.8 percent) and Custodial (28.5 percent) occupational categories. This can be partially attributed to the following job classification series within those three occupational categories:

- **Criminal Justice** - The Juvenile Correctional Officer and Correctional Officer job classification series accounted for 80.5 percent of employees and 90.3 percent of total separations within this occupational category.⁴
- **Social Services** - The Direct Support Professional and the Psychiatric Nursing Assistant job classification series accounted for 26.6 percent of employees and 48.2 percent of total separations within this occupational category.
- **Custodial** - The Food Service Worker and Custodian job classification series accounted for 39.8 percent of employees and 55.1 percent of total separations within this occupational category.

³ Some employees may be included in both the "employees under the age of 30" and "employees with fewer than 5 years of state service" groups.

⁴ Those job classification series do not include employees and separations from the Senior Correctional Officer job classification series (Sergeant, Lieutenant, Captain, and Major).

Several agencies had high turnover rates in fiscal year 2021, similar to fiscal year 2020.

Excluding agencies with fewer than 50 employees, 18 state agencies had turnover rates that exceeded 17.0 percent in fiscal year 2021. Ten of those agencies also had turnover rates that exceeded 17.0 percent in fiscal year 2020.

Among agencies with 1,000 or more employees, the Juvenile Justice Department, the Department of Criminal Justice, the Health and Human Services Commission, and the Department of Family and Protective Services had the highest turnover rates in fiscal year 2021, at 47.2 percent, 32.8 percent, 26.9 percent, and 24.0 percent, respectively.

Those turnover rates include employees who leave one state agency to go to another state agency or institution of higher education (interagency transfers), because they are considered a loss to the agency.

Objectives and Scope

The objectives of this project were to:

- Analyze and provide employee turnover data for classified regular full- and part-time employees in Texas state agencies during fiscal year 2021.
- Summarize exit interview survey data, which includes the reasons that employees left state employment.
- Report on state agencies that had at least 50 employees and turnover rates that exceeded 17.0 percent.

The scope of this report included classified regular full- and part-time employees in state agencies during fiscal year 2021. Classified employees are employees who are subject to the State's Position Classification Plan. This report does not include data from higher education institutions.

The information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

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Detailed Results

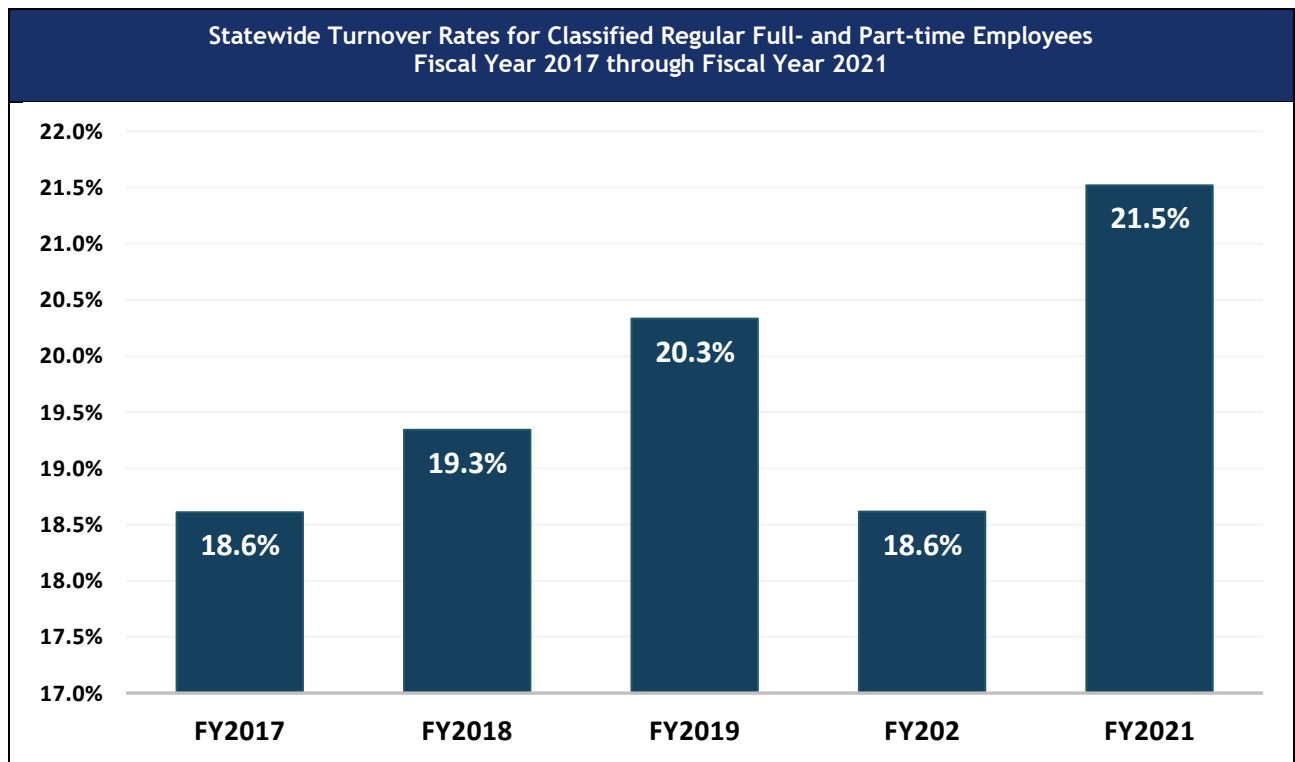
Chapter 1

Statewide Turnover Rate

The statewide turnover rate for classified regular full- and part-time employees for fiscal year 2021 was 21.5 percent, based on a total of 31,665 voluntary and involuntary separations and a statewide average headcount of 147,144.50.⁵ That was an increase from the fiscal year 2020 statewide turnover rate of 18.6 percent.

For the 5-year period shown in Figure 1, the statewide turnover rate has ranged from a low of 18.6 percent in fiscal years 2017 and 2020 to a high of 21.5 percent in fiscal year 2021.

Figure 1



Sources: The State Auditor's Office's Electronic Classification Analysis System and *An Annual Report on Classified Employee Turnover for Fiscal Year 2020* (State Auditor's Office Report No. 21-703, December 2020).

⁵ The statewide turnover rate including interagency transfers was 22.5 percent. (See Appendix 3 for total separations and turnover rates for each state agency.) In fiscal year 2021, 1,505 employees transferred from one state agency to another state agency or higher education institution. That was a decrease of 19.1 percent from fiscal year 2020, when 1,860 employees transferred to another state agency or higher education institution.

In fiscal year 2021, the numbers of both voluntary and involuntary separations increased. Voluntary separations occur when employees leave state employment of their own accord and include employees who retire. Involuntary separations are generally employer decisions, such as dismissal for cause or reduction in force. Specifically:

- Voluntary separations accounted for the majority (78.2 percent) of the State's total separations. That was an increase of 20.4 percent from fiscal year 2020.
- Involuntary separations accounted for 21.8 percent of the State's total separations. That was a decrease of 5.6 percent from fiscal year 2020.

Table 2 compares total voluntary and involuntary separations for fiscal years 2020 and 2021. For the purposes of the table, retirements are shown separately from other voluntary separations.

Table 2

Voluntary and Involuntary Employee Separations for Fiscal Years 2020 and 2021			
Separation Type	Fiscal Year 2020	Fiscal Year 2021	Percent Change
Voluntary Separation from Agency	16,621	20,425	22.9%
Retirement	3,938	4,326	9.9%
Total Statewide Voluntary Separations	20,559	24,751	20.4%^a
Dismissal for Cause	3,833	3,761	(1.9%)
Resignation in Lieu of Involuntary Separation	2,634	2,535	(3.8%)
Termination at Will	317	249	(21.5%)
Death	250	321	28.4%
Reduction in Force	289	48	(83.4)%
Total Statewide Involuntary Separations	7,323	6,914	(5.6%)^a
^a The percent change in separations are not the sum of the percentages. It is the percent change in total separations between fiscal years 2020 and 2021.			

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

Turnover Demographics

The information in this chapter reflects the fiscal year 2021 employee turnover that is considered a loss to the State; therefore, separations attributable to a transfer from one state agency to another state agency or higher education institution are excluded, because interagency transfers are not considered a loss to the State as a whole.

This chapter presents turnover rates for the following demographic groups:

- Gender (see Chapter 2-A).
- Age group (see Chapter 2-B).
- Racial/ethnic group (see Chapter 2-C).
- Employee type (see Chapter 2-D).
- Annual salary and salary schedule (see Chapter 2-E).
- General Appropriations Act article (see Chapter 2-F).
- Occupational category (see Chapter 2-G).
- Job classification series (see Chapter 2-H).
- Length of state service (see Chapter 2-I).
- Region (see Chapter 2-J).

Turnover Rates by Gender Are Relatively Equal

Exit Survey Results by Gender

The top two reasons reported for leaving state employment were:

Female

- Retirement.
- Poor working conditions/environment.

Male

- Retirement.
- Better pay/benefits.

Females made up the majority (57.6 percent) of classified full- and part-time employees in fiscal year 2021. Overall, the turnover rate was about the same for female (21.3 percent) and male (21.8 percent) employees. Compared with fiscal year 2020, the turnover rate increased for both females (18.4 percent) and males (18.9 percent).

Table 3 lists turnover rates by gender.

Table 3

Turnover by Gender for Fiscal Year 2021					
Gender	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Female	84,712.50	57.6%	18,057	57.0%	21.3%
Male	62,432.00	42.4%	13,608	43.0%	21.8%
Statewide Totals	147,144.50	100.0%	31,665	100.0%	21.5% ^a
^a The statewide total turnover rate is not the sum of the percentages.					

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

Employees Under the Age of 30 Had the Highest Turnover Rate Among All Age Group Categories

Exit Survey Results by Age Group

The top two reasons reported for leaving state employment were:

Respondents Ages 16 to 29, 30 to 39, and 40 to 49

- Better pay/benefits.
- Poor working conditions/environment.

Respondents Ages 50 to 59

- Retirement.
- Better pay/benefits.

Respondents Ages 60 to 69

- Retirement.
- Poor working conditions/environment.

Respondents 70 or Older

- Retirement.
- Personal or family health.

The turnover rate of 46.0 percent for employees in the 16-to-29 age group category was the highest among all age group categories, and was more than twice the State's average (see Table 4 on the next page). Furthermore, this age group category had a 12.3 percent increase in the number of employees leaving State employment in fiscal year 2021 compared with fiscal year 2020.

Additionally, the review of turnover by age group categories identified the following:

- Employees under the age of 40 accounted for more than half (55.0 percent) of the State's total employee separations.
- The age group category with the lowest turnover rate (13.3 percent) was the 40-to-49 age group. That age group also made up the largest percentage (25.2) of the State's classified workforce.
- According to exit survey results, respondents under 50 indicated the top reason for leaving state employment was for "better pay/benefits," while respondents 50 and older indicated the top reason for leaving state employment was for "retirement."
- More than half (53.6 percent) of separations by employees 60 or older were retirements.
- Compared with fiscal year 2020, turnover rates increased slightly for all employees under the age of 70, while remaining the same for employees 70 or older.

See Table 4 on the next page for more information.

Table 4

Turnover by Age Group for Fiscal Year 2021					
Age Group	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
16 to 29	22,310.75	15.2%	10,261	32.4%	46.0%
30 to 39	34,896.50	23.7%	7,144	22.6%	20.5%
40 to 49	37,035.25	25.2%	4,930	15.6%	13.3%
50 to 59	35,426.00	24.1%	5,496	17.4%	15.5%
60 to 69	15,775.00	10.7%	3,364	10.6%	21.3%
70 or older	1,701.00	1.2%	470	1.5%	27.6%
Statewide Totals	147,144.50	100.0%^a	31,665	100.0%^a	21.5%^b
^a Percentages do not sum exactly due to rounding.					
^b The statewide total turnover rate is not the sum of the percentages.					

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

Turnover Rate Was Highest Within the Two or More Races Racial/Ethnic Group

The turnover rates for employees within the Two or More Races racial/ethnic group (47.6 percent), Native Hawaiian or Other Pacific Islander racial/ethnic group (38.6 percent), and Black racial/ethnic group (26.5 percent) were higher than the statewide turnover rate of 21.5 percent. All other racial/ethnic groups had turnover rates lower than the statewide average.

Table 5 lists turnover rates by racial/ethnic group for fiscal year 2021.

Table 5

Turnover by Racial/Ethnic Group for Fiscal Year 2021					
Racial/Ethnic Group	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Two or More Races	1,388.00	0.9%	660	2.1%	47.6%
Native Hawaiian or Other Pacific Islander	90.75	0.1%	35	0.1%	38.6%
Black	36,207.50	24.6%	9,594	30.3%	26.5%
American Indian/Alaskan Native	703.25	0.5%	144	0.5%	20.5%
Hispanic	40,252.25	27.4%	8,025	25.3%	19.9%
White	64,142.00	43.6%	12,537	39.6%	19.5%
Asian	4,360.75	3.0%	670	2.1%	15.4%
Statewide Totals	147,144.50	100.0%^a	31,665	100.0%	21.5%^b
^a Percentages do not sum exactly due to rounding.					
^b The statewide total turnover rate is not the sum of the percentages.					

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

Exit Survey Results by Racial/Ethnic Group

The top reasons reported for leaving state employment were:

Black Respondents

- Poor working conditions/environment; Retirement.
- Better pay/benefits.

White Respondents

- Retirement.
- Better pay/benefits.

Hispanic Respondents

- Better pay/benefits.
- Retirement.

American Indian/Alaskan Native Respondents

- Retirement.
- Better pay/benefits.

Asian Respondents

- Better pay/benefits.
- Retirement.

Two or More Races Respondents

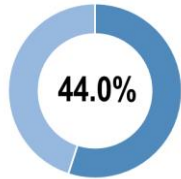
- Poor working conditions/environment.
- Better pay/benefits.

Native Hawaiian or Other Pacific Islander Respondents

- Better pay/benefits.
- No or little career advancement opportunities.
- Child care/elder care issues.
- Relocation (including your own relocation or the relocation of your spouse or companion).

Part-time Employees Left State Employment at a Higher Rate than Full-time Employees

Figure 2

Classified Regular Part Time
Turnover Rate

The turnover rate for classified regular part-time employees was 44.0 percent for fiscal year 2021, as Figure 2 illustrates. That turnover rate was almost double the turnover rate of classified regular full-time employees; however, part-time employees only made up just over 1 percent of the average headcount for the State (see Table 6). Of the 780 part-time employees who left state employment in fiscal year 2021:

- More than half (69.5 percent) of these employees were in the correctional officer job classification series.⁶
- Almost half (46.3 percent) of these employees were under the age of 30⁷, an age group in which “enter/return to school” is frequently listed in exit surveys as one of the top two reasons for leaving.

Table 6 lists turnover rates by employee type.

Table 6

Turnover by Employee Type for Fiscal Year 2021					
Employee Type	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Classified Regular Full-time Employees	145,370.50	98.8%	30,885	97.5%	21.2%
Classified Regular Part-time Employees	1,774.00	1.2%	780	2.5%	44.0%
Statewide Totals	147,144.50	100.0%	31,665	100.0%	21.5%^a
^a The statewide total turnover rate is not the sum of the percentages.					

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

Employees with an Annual Salary of Less than \$40,000 Left State Employment at a Higher Rate

In fiscal year 2021, 35.5 percent of classified regular full-time employees earned less than \$40,000 annually. Employees in that salary grouping made up the majority (58.5 percent) of full-time employee turnover.

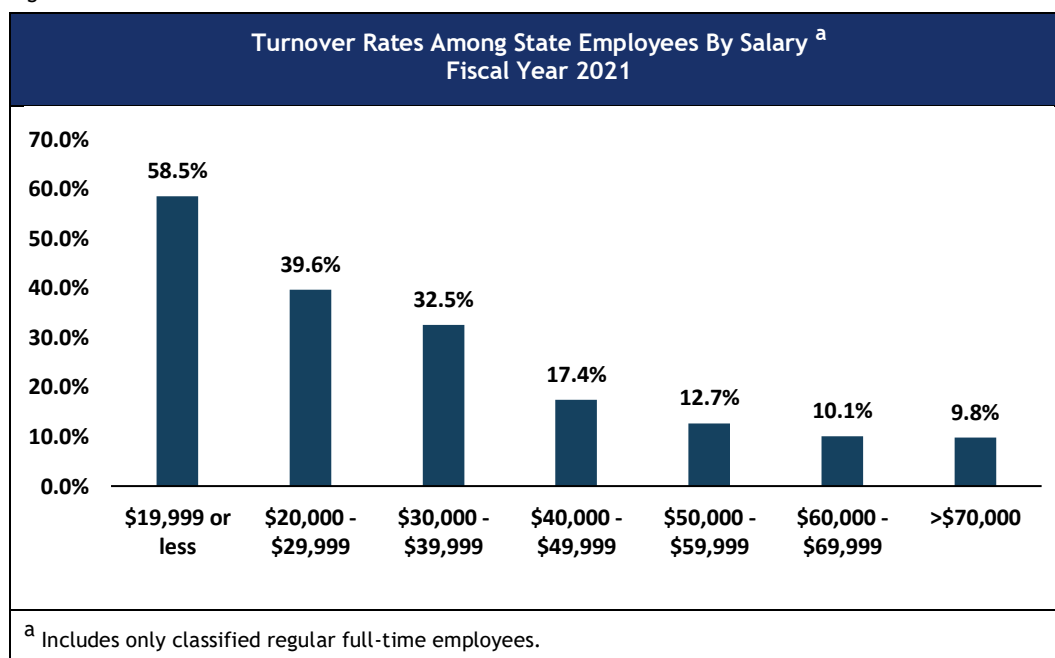
⁶ The Department of Criminal Justice has a part-time correctional officer program that allows for a flexible work schedule. In fiscal year 2021, the agency employed 958.75 part-time correctional officers. The Correctional Officer job classification series does not include employees from the Senior Correctional Officer job classification series.

⁷ There were 361 classified regular part-time employees under the age of 30 who left state employment in fiscal year 2021. Of those part-time employees, 282 (or 78.1 percent) were correctional officers.

The three lowest salary groupings had the highest turnover rates. See Figure 3 for a full listing of salary groupings and turnover rates.

- Full-time classified employees who left state employment and had annual salaries of less than \$20,000 had the highest turnover rate among salary groups. That group consisted of only 255 employees, all of whom were classified in jobs within the Custodial occupational category.
- There were 6,570 full-time classified employees who left state employment and had annual salaries between \$20,000 and \$29,999. The majority of these employees were classified in jobs within the Social Services occupational category.
- There were 11,242 full-time classified employees who left state employment and had annual salaries between \$30,000 and \$39,999. The majority of these employees were classified in jobs within the Criminal Justice occupational category.

Figure 3



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

Classified Salary Schedules and Their Average Annual Salaries¹

Salary Schedule A - Administrative support, maintenance, technical, and paraprofessional positions (for example, Administrative Assistants, Electricians, and Licensed Vocational Nurses).

- Average annual salary for Schedule A - \$36,201

Salary Schedule B - Mainly professional and managerial positions (for example, Accountants, Physicians, and Attorneys).

- Average annual salary for Schedule B - \$59,748

Salary Schedule C - Commissioned law enforcement officers (for example, Game Wardens and Troopers).

The average annual salaries by salary schedule were:

- Average annual salary for Schedule C - \$72,572.

¹ The average annual salary for a classified regular full-time employee in fiscal year 2021 was \$50,590.

Turnover by Salary Schedule

Employees in Salary Schedule A accounted for 62.9 percent of total separations and produced a turnover rate (32.8 percent) that was more than twice the rate for employees in Salary Schedule B and more than six times higher than that of Salary Schedule C employees. (See the text box for descriptions of those salary schedules and the average annual salaries for each one). Changes in turnover from fiscal year 2020 to fiscal year 2021 varied by salary schedule:

- Salary Schedule A's turnover rate (32.8 percent) increased from the fiscal year 2020 turnover rate of 28.2 percent.
- Salary Schedule B's turnover rate (14.1 percent) increased from the fiscal year 2020 turnover rate of 11.9 percent.
- The turnover rate (5.3 percent) for Salary Schedule C increased from the fiscal year 2020 turnover rate of 4.7 percent.

Table 7 lists the turnover rates for the State's three classified salary schedules.

Table 7

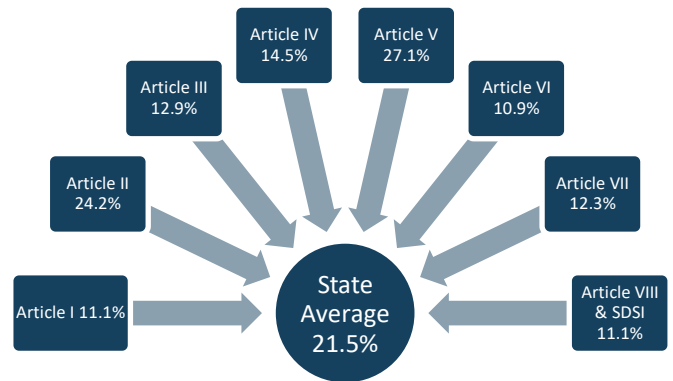
Turnover by Salary Schedule for Fiscal Year 2021					
Salary Schedule	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
A	60,734.50	41.3%	19,909	62.9%	32.8%
B	81,161.00	55.2%	11,479	36.3%	14.1%
C	5,249.00	3.6%	277	0.9%	5.3%
Statewide Totals	147,144.50	100.0% ^a	31,665	100.0% ^a	21.5% ^b
^a Percentage does not sum exactly due to rounding.					
^b The statewide total turnover rate is not the sum of the percentages.					

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

Turnover Was Highest in Article V (Public Safety and Criminal Justice) and Article II (Health and Human Services) of the General Appropriations Act

Agencies within the General Appropriations Act Article V (Public Safety and Criminal Justice) experienced the highest turnover rate among General Appropriations Act articles in fiscal year 2021, followed by agencies within Article II (Health and Human Services). Agencies within those two articles employed 70.5 percent of the State's classified workforce (see Table 8 on the next page). Figure 4 presents the turnover rates by article.

Figure 4



Public Safety and Criminal Justice (Article V) had the highest turnover rate (27.1 percent) among General Appropriations Act articles. Article V agencies accounted for 34.0 percent of the State's classified workforce and 42.9 percent of the State's total separations. The Article V turnover rate can partly be attributed to the high turnover rates among the Juvenile Correctional Officer (71.0 percent) and the Correctional Officer (40.3 percent) job classification series, which are used primarily by the Juvenile Justice Department and the Department of Criminal Justice, respectively.

Health and Human Services (Article II) had the second-highest turnover rate (24.2 percent) among General Appropriations Act articles. Article II agencies accounted for 36.5 percent of the State's classified workforce and 41.0 percent of the State's total separations. Several job classification series with turnover rates higher than the statewide turnover rate of 21.5 percent were used primarily by Health and Human Services agencies and impacted the turnover rate for Article II. Examples include the Direct Support Professional (53.7 percent), Psychiatric Nursing Assistant (49.1 percent), Child Protective Services Specialist (29.7 percent), Licensed Vocational Nurse (27.5 percent), Rehabilitation Therapy Technician (27.3 percent), and Nurse (23.6 percent) job classification series. (See Chapter 2-H and Appendix 4 for additional information on turnover rates for job classification series.)

Table 8

Turnover by General Appropriations Act Article Fiscal Year 2021					
Article	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
I - General Government	9,484.00	6.4%	1,049	3.3%	11.1%
II - Health and Human Services	53,740.25	36.5%	12,991	41.0%	24.2%
III - Education	2,474.75	1.7%	320	1.0%	12.9%
IV - Judiciary	683.00	0.5%	99	0.3%	14.5%
V - Public Safety and Criminal Justice	50,034.50	34.0%	13,580	42.9%	27.1%
VI - Natural Resources	8,524.25	5.8%	930	2.9%	10.9%
VII - Business and Economic Development	18,626.00	12.7%	2,300	7.3%	12.3%
VIII - Regulatory ^a	3,577.75	2.4%	396	1.3%	11.1%
Statewide Totals	147,144.50	100.0%	31,665	100.0%	21.5% ^b
^a Includes the self-directed, semi-independent-agencies.					
^b The statewide total turnover rate is not the sum of the percentages.					

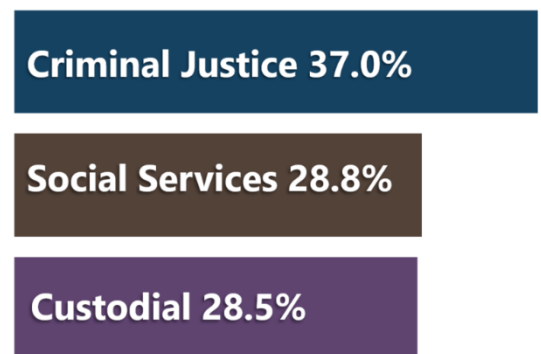
Source: The State Auditor's Office's Electronic Classification Analysis System.

Chapter 2-G

Three Occupational Categories Had Turnover Rates Higher Than the Statewide Turnover Rate

Three of the 27 occupational categories in the State's Position Classification Plan had turnover rates higher than the statewide turnover rate of 21.5 percent in fiscal year 2021.⁸ Those occupational categories were Criminal Justice (37.0 percent), Social Services (28.8 percent), and Custodial (28.5 percent), as Figure 5 illustrates. Combined, those three occupational categories accounted for

Figure 5



⁸ An occupational category is a broad series of job families characterized by the nature of work performed. For fiscal year 2021, the State's Position Classification Plan covered 27 occupational categories (for example, Social Services, Medical and Health, and Criminal Justice).

43.6 percent of the State's classified workforce and 65.9 percent of the State's total separations.

Criminal Justice

The Criminal Justice occupational category had the highest turnover rate (37.0 percent) of all occupational categories in fiscal year 2021. This was an increase from fiscal year 2020, when the turnover rate was 30.9 percent.

The Criminal Justice occupational category's high turnover rate in fiscal year 2021 can be partially attributed to the high turnover rates within the following job classification series:

- **Juvenile Correctional Officer.** The fiscal year 2021 turnover rate was 71.0 percent, an increase from 59.4 percent in fiscal year 2020.
- **Correctional Officer.**⁹ The fiscal year 2021 turnover rate was 40.3 percent, an increase from 33.6 percent in fiscal year 2020.

Those two job classification series accounted for 80.5 percent of employees and 90.3 percent of total separations within the Criminal Justice occupational category.

Social Services

The Social Services occupational category's turnover rate in fiscal year 2021 was 28.8 percent. This was an increase from fiscal year 2020, when the turnover rate was 24.4 percent.

The Social Services occupational category's high turnover rate in fiscal year 2021 can be partially attributed to the high turnover rates within the following job classification series:

- **Direct Support Professional.** The fiscal year 2021 turnover rate was 53.7 percent, an increase from 47.4 percent in fiscal year 2020.
- **Psychiatric Nursing Assistant.** The fiscal year 2021 turnover rate was 49.1 percent, an increase from 39.8 percent in fiscal year 2020.

Those two job classification series combined accounted for 26.6 percent of employees and 48.2 percent of total separations within the Social Services occupational category.

⁹ This job classification series does not include employees and separations from the Senior Correctional Officer job classification series (Sergeant, Lieutenant, Captain, and Major).

Custodial

The Custodial occupational category's turnover rate in fiscal year 2021 was 28.5 percent. This was a slight increase from fiscal year 2020, when the turnover rate was 28.1 percent.

The Custodial occupational category's high turnover rate in fiscal year 2021 can be partially attributed to the high turnover rates within the following job classification series:

- **Food Service Worker.** The fiscal year 2021 turnover rate was 52.6 percent, a slight increase from 52.1 percent in fiscal year 2020.
- **Custodian.** The fiscal year 2021 turnover rate was 30.1 percent, a slight decrease from 30.3 percent in fiscal year 2020.

Those two job classification series accounted for 39.8 percent of employees and 55.1 percent of total separations within the Custodial occupational category.

Table 9 on the next page lists turnover rates by occupational category.

Table 9

Turnover by Occupational Category Fiscal Year 2021					
Occupational Category	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Accounting, Auditing, and Finance	5,647.25	3.8%	626	2.0%	11.1%
Administrative Support	14,636.75	9.9%	2,432	7.7%	16.6%
Criminal Justice	29,111.25	19.8%	10,776	34.0%	37.0%
Custodial	3,498.75	2.4%	997	3.1%	28.5%
Education	345.75	0.2%	67	0.2%	19.4%
Employment	495.50	0.3%	73	0.2%	14.7%
Engineering and Design	5,190.50	3.5%	524	1.7%	10.1%
Human Resources	1,537.25	1.0%	187	0.6%	12.2%
Information and Communication	1,217.00	0.8%	116	0.4%	9.5%
Information Technology	4,529.00	3.1%	418	1.3%	9.2%
Inspectors and Investigators	3,406.50	2.3%	414	1.3%	12.2%
Insurance	1,028.00	0.7%	163	0.5%	15.9%
Land Surveying, Appraising, and Utilities	296.00	0.2%	30	0.1%	10.1%
Law Enforcement	5,249.00	3.6%	277	0.9%	5.3%
Legal	3,517.75	2.4%	454	1.4%	12.9%
Library and Records	236.00	0.2%	26	0.1%	11.0%
Maintenance	6,409.50	4.4%	1,198	3.8%	18.7%
Medical and Health	5,695.25	3.9%	1,208	3.8%	21.2%
Military	18.75	0.0%	1	0.0%	5.3%
Natural Resources	2,381.75	1.6%	230	0.7%	9.7%
Office Services	149.75	0.1%	22	0.1%	14.7%
Planning, Research, and Statistics	808.00	0.5%	99	0.3%	12.3%
Program Management	15,368.75	10.4%	1,562	4.9%	10.2%
Property Management and Procurement	2,982.00	2.0%	387	1.2%	13.0%
Public Safety	1,539.75	1.0%	253	0.8%	16.4%
Safety	293.75	0.2%	45	0.1%	15.3%
Social Services	31,555.00	21.4%	9,080	28.7%	28.8%
Statewide Totals	147,144.50	100.0%^a	31,665	100.0%^a	21.5%^b
^a Percentages do not sum to 100.0 due to rounding.					
^b The statewide total turnover rate is not the sum of the percentages.					

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

Twenty-three Job Classification Series Had Turnover Rates Higher than the Statewide Turnover Rate

Jobs in High Demand

The Texas Workforce Commission forecasts that registered nurses; accountants and auditors; licensed practical and vocational nurses; electricians; plumbers; marketing specialists; management analysts; and bookkeeping, accounting, and auditing clerks are among the 25 occupations expected to add the most jobs from 2018 to 2028. Therefore, the State may experience higher-than-average turnover rates within those occupations because of competitive demand.

Overall, 23 job classification series with 100 or more employees had turnover rates higher than the statewide turnover rate of 21.5 percent during fiscal year 2021. For example, the Juvenile Correctional Officer job classification series had the highest turnover rate (71.0 percent) among all job classification series with 100 or more employees in fiscal year 2021. In addition, the fiscal year 2021 turnover rate of 71.0 percent for that series increased from the 59.4 percent turnover rate in fiscal year 2020.

Table 10 lists the job classification series (excluding job classification series with fewer than 100 employees) with turnover rates that exceeded the statewide rate of 21.5 percent.

Table 10

Job Classification Series with Turnover Rates of 21.5 Percent or More During Fiscal Year 2021 (Excludes job classification series with fewer than 100 employees)					
Job Classification Series	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Juvenile Correctional Officer ^a	936.50	0.6%	665	2.1%	71.0%
Direct Support Professional	5,645.75	3.8%	3,031	9.6%	53.7%
Food Service Worker	578.00	0.4%	304	1.0%	52.6%
Psychiatric Nursing Assistant	2,737.00	1.9%	1,343	4.2%	49.1%
Correctional Officer	22,502.00	15.3%	9,071	28.6%	40.3%
Vehicle Driver	223.00	0.2%	82	0.3%	36.8%
Custodian	813.75	0.6%	245	0.8%	30.1%
Child Protective Services Specialist	6,810.75	4.6%	2,021	6.4%	29.7%
Licensed Vocational Nurse	999.25	0.7%	275	0.9%	27.5%
Rehabilitation Therapy Technician	946.00	0.6%	258	0.8%	27.3%
Cook	308.00	0.2%	84	0.3%	27.3%
Social Worker	269.75	0.2%	72	0.2%	26.7%
Security Officer	660.00	0.4%	176	0.6%	26.7%
Case Manager	469.25	0.3%	124	0.4%	26.4%
Ferryboat Deckhand	124.00	0.1%	32	0.1%	25.8%
Health Specialist	275.25	0.2%	71	0.2%	25.8%
Substance Abuse Counselor	108.50	0.1%	27	0.1%	24.9%
Adult Protective Services Specialist	575.75	0.4%	140	0.4%	24.3%
Clerk	3,257.75	2.2%	772	2.4%	23.7%
Nurse	2,147.50	1.5%	506	1.6%	23.6%

Job Classification Series with Turnover Rates of 21.5 Percent or More During Fiscal Year 2021 (Excludes job classification series with fewer than 100 employees)					
Job Classification Series	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Health Assistant	109.75	0.1%	25	0.1%	22.8%
Food Service Manager	868.25	0.6%	197	0.6%	22.7%
Human Services Technician	908.25	0.6%	199	0.6%	21.9%
^a The 86th Legislature appropriated funds for salary increases in fiscal year 2020 and fiscal year 2021 for certain Juvenile Correctional Officers at the Juvenile Justice Department.					

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

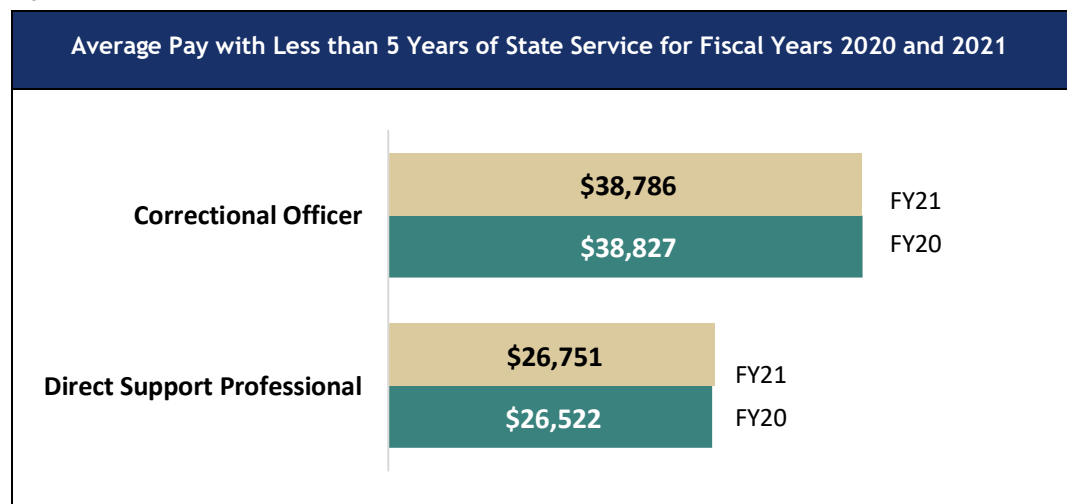
Chapter 2-1

More Than Half of the Employees Who Left State Employment Had Fewer Than Five Years of State Service

Employees with fewer than five years of state service accounted for 64.9 percent of total separations (20,555 separations). Nearly half (47.3 percent) of those employees who left state employment were in the following two job classification series, as Figure 6 indicates:

- **Correctional Officer.** These employees are responsible for the care and custody of offenders in prisons.
- **Direct Support Professional.** These employees provide supportive services to individuals with developmental disabilities.

Figure 6



See Appendix 4 for additional information on turnover rates by job classification series. Table 11 on the next page lists turnover rates by length of state service.

Table 11

Turnover by Length of State Service Fiscal Year 2021					
Length of State Service	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Fewer than 2 Years	29,800.75	20.3%	14,423	45.5%	48.4%
2 to 4.99 Years	28,256.75	19.2%	6,132	19.4%	21.7%
5 to 9.99 Years	31,180.00	21.2%	3,695	11.7%	11.9%
10 to 14.99 Years	20,889.25	14.2%	2,084	6.6%	10.0%
15 to 19.99 Years	13,634.75	9.3%	1,313	4.1%	9.6%
20 to 24.99 Years	11,200.25	7.6%	1,455	4.6%	13.0%
25 to 29.99 Years	6,983.25	4.7%	1,431	4.5%	20.5%
30 to 34.99 Years	2,937.75	2.0%	694	2.2%	23.6%
35 Years or More	2,261.75	1.5%	438	1.4%	19.4%
Statewide Totals	147,144.50	100.0%	31,665	100.0%	21.5% ^a
^a The statewide total turnover rate is not the sum of the percentages.					

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

Region

A total of 8 regions and 76 counties had turnover rates that exceeded the statewide turnover rate of 21.5 percent. The Southeast region experienced the highest turnover rate (35.9 percent) among all regions of the state in fiscal year 2021. Within the Southeast region, the Correctional Officer job classification series had a headcount of 2,263.25 and a turnover rate of 56.3 percent. The Direct Support Professional job classification series had the second largest headcount in that region, with 542.75, and a turnover rate of 58.0 percent in fiscal year 2021.

The Capital region, which had the largest percentage of state employees (27.5 percent), had the lowest turnover rate, at 12.6 percent. (See Appendix 5 for turnover rates for all Texas regions and for each county within a region.)

Figure 7 maps the turnover rates by region.

Figure 7

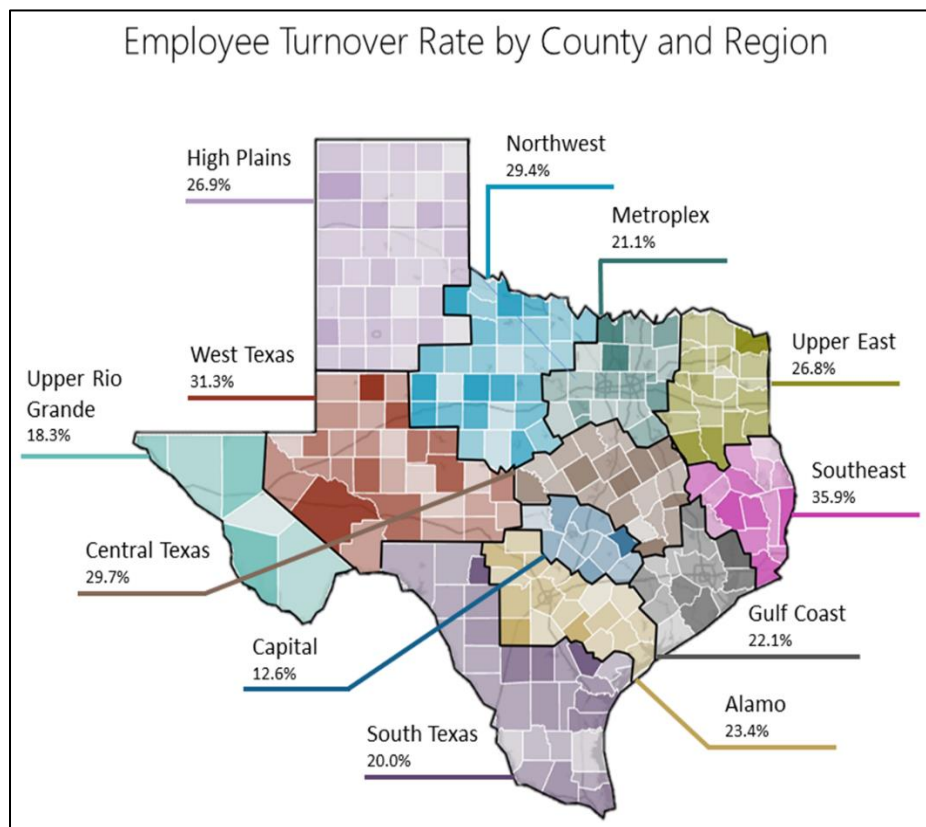


Table 12 lists turnover rates by region.

Table 12

Turnover by Region for Fiscal Year 2021					
Region	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Alamo	10,253.25	7.0%	2,402	7.6%	23.4%
Capital	40,423.50	27.5%	5,078	16.0%	12.6%
Central Texas	10,381.75	7.1%	3,086	9.7%	29.7%
Gulf Coast	22,702.25	15.4%	5,023	15.9%	22.1%
High Plains	6,959.50	4.7%	1,870	5.9%	26.9%
Metroplex	14,175.25	9.6%	2,988	9.4%	21.1%
Northwest	8,339.50	5.7%	2,455	7.8%	29.4%
South Texas	11,287.50	7.7%	2,261	7.1%	20.0%
Southeast	6,360.75	4.3%	2,282	7.2%	35.9%
Upper East	8,504.50	5.8%	2,283	7.2%	26.8%
Upper Rio Grande	3,767.50	2.6%	688	2.2%	18.3%
West Texas	3,989.25	2.7%	1,249	3.9%	31.3%
Statewide Totals	147,144.50	100.0% ^a	31,665	100.0% ^a	21.5% ^b
^a Percentages do not sum to 100.0 due to rounding.					
^b The statewide total turnover rate is not the sum of the percentages.					

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

Employee Turnover by State Agency

This chapter covers agencies with turnover rates that exceeded 17.0 percent and turnover among agencies with 1,000 or more employees. The information in this chapter reflects fiscal year 2021 turnover for classified regular full- and part-time employees who are considered a loss to an agency (excluding higher education institutions). Therefore, the separations and turnover rates presented in this chapter include transfers from one state agency to another state agency or higher education institution. (See text box on interagency transfers on page 24 of this chapter.)

State Auditor's Reporting Requirements

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

For the purpose of this chapter, state agencies with turnover rates that exceeded 17.0 percent in fiscal year 2021 are reported, excluding agencies with fewer than 50 employees.

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

Chapter 3-A

Agencies with Turnover Rates That Exceeded 17.0 Percent

Excluding agencies that had fewer than 50 employees, 18 state agencies had turnover rates that exceeded 17.0 percent in fiscal year 2021. Of those agencies, the following 10 also had turnover rates that exceeded 17.0 percent in fiscal year 2020:

- Department of Criminal Justice.
- Department of Family and Protective Services.
- Health and Human Services Commission.
- Juvenile Justice Department.
- Office of the Governor.
- Office of Injured Employee Counsel.
- Preservation Board.
- Public Utility Commission of Texas.
- State Office of Administrative Hearings.
- Supreme Court of Texas.

Targeted Pay Increases

The Legislative Budget Board (LBB) published a report in April 2019 on the effectiveness of targeted pay raises authorized during the 2010-2011, 2014-2015, and 2016-2017 biennia. Several of the agencies listed in this chapter were authorized to provide targeted increases during those years.

According to the LBB's report, positions targeted for raises typically had higher voluntary separation rates before the targeted pay raises than positions not targeted for pay raises. The report also noted that voluntary separation rates for most of the positions with targeted pay raises decreased during the year following the pay raise.

Additional information on the Overview of the Effectiveness of Targeted Pay Raises (report 4830) is available on the LBB's website at <http://www.lbb.texas.gov>.

Table 13 on the next page identifies the 18 state agencies with at least 50 employees that had turnover rates exceeding 17.0 percent in fiscal year 2021. Agencies are listed in order of turnover rate, from highest to lowest. Table 13 also lists selected job classification series

that had 20 or more employees within the identified agencies and a turnover rate that exceeded 17.0 percent in fiscal year 2021.

Table 13

Agencies with Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2021 (Excludes agencies with fewer than 50 employees)				
Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
644 - Juvenile Justice Department ^a	1,956.25	923	47.2%	A total of 10 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> • Juvenile Correctional Officer (72.4 percent) • Health Specialist (57.6 percent) • Case Manager (49.5 percent) • Cook (40.9 percent) • Dorm Supervisor (40.5 percent) See Appendix 6 for a full list of the job classification series.
201 - Supreme Court of Texas ^a	78.00	33	42.3%	Not applicable. ^b
696 - Department of Criminal Justice ^a	36,355.75	11,925	32.8%	A total of 28 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> • Correctional Officer (40.6 percent) • Clerk (30.2 percent) • Parole Officer (20.2 percent) • Senior Correctional Officer (18.8 percent) • Administrative Assistant (18.8 percent) See Appendix 6 for a full list of the job classification series.
554 - Animal Health Commission	180.75	57	31.5%	• Inspector (25.7 percent)
301 - Office of the Governor ^a	149.25	44	29.5%	• Program Specialist (55.3 percent) • Director (17.8 percent)
529 - Health and Human Services Commission ^a	36,992.75	9,963	26.9%	A total of 40 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> • Direct Support Professional (54.4 percent) • Psychiatric Nursing Assistant (49.7 percent) • Nurse (24.7 percent) • Clerk (21.7 percent) • Texas Works Advisor (20.9 percent) See Appendix 6 for a full list of the job classification series.
479 - State Office of Risk Management	115.75	31	26.8%	• Claims Examiner (26.3 percent)
809 - Preservation Board ^a	206.50	53	25.7%	• Customer Service Representative (34.9 percent)

**Agencies with Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2021
(Excludes agencies with fewer than 50 employees)**

Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
530 - Department of Family and Protective Services ^a	13,367.00	3,204	24.0%	A total of 11 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> • Child Protective Services Specialist (30.5 percent) • Administrative Assistant (29.3 percent) • Adult Protective Services Specialist (25.4 percent) • Human Services Technician (24.0 percent) • Director (23.6 percent) See Appendix 6 for a full list of the job classification series.
448 - Office of Injured Employee Counsel ^a	151.00	36	23.8%	• Ombudsman (37.5 percent)
360 - State Office of Administrative Hearings ^a	108.75	25	23.0%	• Administrative Law Judge (23.4 percent) • Legal Secretary (17.8 percent)
307 - Secretary of State	179.75	39	21.7%	• Administrative Assistant (20.2 percent)
510 - Texas Behavioral Health Executive Council	56.75	12	21.1%	Not applicable. ^c
772 - School for the Deaf	324.25	64	19.7%	• Teacher Aide (28.8 percent) • Resident Specialist (23.5 percent) • Program Specialist (19.3 percent)
401 - Texas Military Department	604.00	119	19.7%	• Resident Specialist (40.4 percent) • Security Officer (38.0 percent) • Rescue Specialist (21.1 percent)
211 - Court of Criminal Appeals	57.00	11	19.3%	Not applicable. ^c
473 - Public Utility Commission of Texas ^a	171.00	32	18.7%	• Attorney (29.4 percent)
300 - Trusteed Programs within the Office of the Governor	138.25	25	18.1%	• Program Specialist (20.5 percent) • Grant Coordinator (17.7 percent)

^a Agency also had a turnover rate that exceeded 17.0 percent in fiscal year 2020.

^b This agency's turnover rate includes 24 court law clerks who serve one-year terms, from September to August of each year.

^c Agency did not have a job classification series that had at least 20 employees and a turnover rate that exceeded 17.0 percent in fiscal year 2021.

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

Chapter 3-B

Turnover Among Agencies with 1,000 or More Employees

Among agencies with 1,000 or more employees in fiscal year 2021, the Juvenile Justice Department had the highest turnover rate, at 47.2 percent, in fiscal year 2021, which was a 6.0 percent increase over fiscal year 2020 (see Table 14 on page 26 for turnover rates for agencies with more than 1,000 employees).

The Department of Criminal Justice had the second highest turnover rate (32.8 percent) among state agencies with 1,000 or more employees, followed by the Health and Human Services Commission (26.9 percent), and the Department of Family and Protective Services (24.0 percent). Those four agencies accounted for 60.2 percent of the State's classified workforce and 78.5 percent of total statewide separations, including interagency transfers, in fiscal year 2021. (See text box for the definition of "interagency transfers" and Appendix 3 for total separations and turnover rates for all state agencies.)

Interagency Transfers

Interagency transfers are excluded from statewide turnover calculations because they are not considered a loss to the State as a whole; however, they are included in agency turnover calculations because they are a loss to an agency. (See Appendix 9 for more information about interagency transfers for the past five fiscal years.)

The higher than average turnover rates for the Juvenile Justice Department, the Department of Criminal Justice, the Health and Human Services Commission, and the Department of Family and Protective Services can be attributed to the high turnover rates for the following job classification series:

- Juvenile Correctional Officer (71.0 percent), which accounted for 47.9 percent of the classified workforce at the Juvenile Justice Department and 73.5 percent of that agency's separations.
- Direct Support Professional (53.7 percent), which accounted for 15.2 percent of the classified workforce at the Health and Human Services Commission and 30.8 percent of that agency's separations.
- Correctional Officer (40.3 percent), which accounted for 61.9 percent of the classified workforce at the Department of Criminal Justice and 76.7 percent of that agency's separations.
- Child Protective Services Specialist (29.7 percent), which accounted for 50.9 percent of the classified workforce at the Department of Family and Protective Services and 64.8 percent of that agency's separations.

Top Reasons Cited for Voluntarily Leaving Employment at Selected Agencies

Following are the top three reasons cited in employee exit surveys for voluntarily leaving employment at the Juvenile Justice Department, the Department of Criminal Justice, the Health and Human Services Commission, and the Department of Family and Protective Services:

Juvenile Justice Department

- Poor working conditions/environment.
- Personal or family health.
- Retirement.

Department of Criminal Justice

- Retirement.
- Personal or family health.
- Poor working conditions/environment.

Health and Human Services Commission

- Retirement.
- Poor working conditions/environment.
- Better pay/benefits.

Department of Family and Protective Services

- Poor working conditions/environment.
- Manager/supervisor issues.
- Retirement.

Table 14 on the next page lists the turnover rates for state agencies with 1,000 or more employees.

Table 14

Turnover Rates for Agencies with 1,000 or More Employees Fiscal Year 2021					
Agency	Average Headcount	Percent of Total Average Headcount ^a	Separations ^b	Percent of Total Separations ^c	Turnover Rate
644 - Juvenile Justice Department	1,956.25	1.3%	923	2.8%	47.2%
696 - Department of Criminal Justice	36,355.75	24.7%	11,925	36.0%	32.8%
529 - Health and Human Services Commission	36,992.75	25.1%	9,963	30.0%	26.9%
530 - Department of Family and Protective Services	13,367.00	9.1%	3,204	9.7%	24.0%
537 - Department of Health Services	3,380.50	2.3%	508	1.5%	15.0%
320 - Texas Workforce Commission	4,590.75	3.1%	640	1.9%	13.9%
701 - Texas Education Agency	1,029.00	0.7%	137	0.4%	13.3%
304 - Office of the Comptroller of Public Accounts	2,668.25	1.8%	339	1.0%	12.7%
601 - Department of Transportation	12,670.25	8.6%	1,595	4.8%	12.6%
582 - Commission on Environmental Quality	2,696.00	1.8%	329	1.0%	12.2%
302 - Office of the Attorney General	4,064.50	2.8%	458	1.4%	11.3%
802 - Parks and Wildlife Department	2,996.25	2.0%	333	1.0%	11.1%
454 - Department of Insurance	1,302.00	0.9%	135	0.4%	10.4%
405 - Department of Public Safety	10,434.75	7.1%	846	2.6%	8.1%
^a Percentages are based on a statewide total average headcount of 147,144.50. ^b The number of separations include interagency transfers because those separations are considered a loss for the agency. ^c Percentages are based on a statewide total of 33,170 separations, which includes interagency transfers.					

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

Exit Survey Results

Based on 3,790 employee exit surveys (not including employees from higher education institutions), the top 3 reasons employees reported for voluntarily leaving employment at their state agencies during fiscal year 2021 were:

- Retirement.
- Better pay/benefits.
- Poor working conditions/environment.

The exit survey is designed to provide state agency management with information from separated employees about why they left employment at their agencies. These insights on voluntary turnover can help agencies improve their retention strategies. (See text box for more information about exit surveys.)

Table 15 on the next page summarizes the primary reasons that employees reported for leaving employment at their state agencies in fiscal years 2020 and 2021. (See Appendix 7 for additional information about exit survey results.)

Exit Surveys

Texas Government Code, Section 651.007, requires state agencies (excluding higher education institutions) to provide departing employees an opportunity to complete an exit survey. Under Texas Government Code, Section 651.007(g), the responses to an exit survey are confidential and not subject to disclosure.

The exit survey is provided to an employee who voluntarily leaves state employment and gives the employee the option of having the completed survey sent to the head of the agency and/or the Office of the Governor. Each quarter, agencies are provided reports summarizing employees' reasons for leaving.

Table 15

Reasons Employees Reported in Exit Survey for Leaving Employment at Their State Agencies Fiscal Years 2020 and 2021				
Reason for Leaving	Fiscal Year 2020		Fiscal Year 2021	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Retirement	892	25.4%	918	24.2%
Better pay/benefits	700	19.9%	730	19.3%
Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues)	450	12.8%	591	15.6%
Personal or family health	346	9.8%	363	9.6%
Issues with my supervisor/issues with the employees I supervise	275	7.8%	301	7.9%
No or little career advancement opportunities	193	5.5%	193	5.1%
Relocation (self, spouse, companion)	173	4.9%	176	4.6%
Enter/return to school	136	3.9%	152	4.0%
Child care/elder care issues	90	2.6%	108	2.8%
Inadequate training	69	2.0%	61	1.6%
Self-employment	51	1.5%	56	1.5%
Location/transportation issues	67	1.9%	53	1.4%
Inadequate work resources	25	0.7%	51	1.3%
Relationship with co-workers	50	1.4%	37	1.0%
Statewide Totals	3,517	100.0%^a	3,790	100.0%^a
^a Percentages do not sum to 100.0 due to rounding.				

Sources: State Auditor's Office's State of Texas Employment Exit Survey and *An Annual Report on Classified Employee Turnover for Fiscal Year 2020* (State Auditor's Office Report No. 21-703, December 2020).

Increasing Survey Participation

While statute requires state agencies (excluding higher education institutions) to provide an opportunity for employees to complete an exit survey when they leave employment, many departing employees choose not to participate in the exit survey. For fiscal year 2021, 26,256 employees were eligible to complete the exit survey, but only 3,790 employees did so. The following steps could help to increase participation in the exit survey:

- Communicating the importance of the exit survey and how the information is used to make decisions about pay, work environment, and other factors that may have influenced an employee's decision to leave. Employees need to believe their input is valued.

- Incorporating the exit survey into the agency's overall exit procedures. This would help ensure that the survey is addressed before an employee leaves the agency.
- Providing the employees easy access to the survey. Ideally, employees should have access to a computer in the agency's human resources department or at their desks, and they should have an opportunity to complete the survey before their last day of work. If employees do not have computer access, agencies should address this need.

Appendices

Appendix 1

Objectives, Scope, and Methodology

Objectives

The objectives of this project were to:

- Analyze and provide employee turnover data for classified regular full- and part-time employees in Texas state agencies during fiscal year 2021.
- Summarize exit survey interview data, which includes the reasons that employees left state employment.
- Report on state agencies that had at least 50 employees and turnover rates that exceeded 17.0 percent.

Scope

The scope of this report included classified regular full- and part-time employees in state agencies during fiscal year 2021. Classified employees are employees who are subject to the State's Position Classification Plan. This report does not include data from higher education institutions.

This report includes the results from one survey:

Online exit surveys. State agencies are required to provide employees who voluntarily separate from state employment an opportunity to complete an online exit survey, which allows the employees to give feedback about their reasons for leaving state employment. In fiscal year 2021, 3,790 employees completed the survey.

Methodology

The statewide turnover rate is the percentage of classified regular full- and part-time state employees, excluding employees at higher education institutions, who voluntarily or involuntarily separate from state employment. The turnover rates for this report were calculated using headcounts of full- and part-time employees. A headcount may differ from a state entity's total number of full-time equivalent (FTE) employees. FTEs are based on total hours worked/paid and are any combination of employees whose hours total 40 per week. A headcount of 2 employees who each work 20 hours a week would equal 1 FTE.

Interagency transfers are excluded from the calculation of the statewide turnover rate, because employees who transfer to other state agencies or higher education institutions are not considered a loss to the State as a whole. However, interagency transfers are included in determining turnover rates by agency, because those transfers are considered losses for an agency.

The analysis for fiscal year 2021 turnover rates was prepared from data contained in the Electronic Classification Analysis System (E-CLASS), which consists of quarterly and fiscal year-end summary information received from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System, Human Resource Information System, and Standardized Payroll/Personnel Reporting System, as of November 12, 2021.

The data in those systems was self-reported by state agencies. The data has not been independently verified by the State Auditor's Office.

The turnover rates for fiscal years 2017 through 2020 are the same turnover rates reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2020* (State Auditor's Office Report No. 21-703, December 2020). However, because agencies can continue to update data in the Office of the Comptroller of Public Accounts' systems, previously reported turnover data may have changed in those systems.

The following formula was used to determine the statewide turnover rate:

$$\left(\frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^{10}} \right) \times 100$$

¹⁰ The average number of classified employees was calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal year 2021 and dividing that total by four.

Project Information

Fieldwork was conducted from October 2021 through January 2022. The information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

The following members of the State Auditor's Office staff completed this project:

- Judy Millar, CCP (Project Manager)
- Lara Foronda Tai, PHR, SHRM-CP (Assistant Project Manager)
- Michelle Ann Duncan Feller, CPA, CIA (Quality Control Reviewer)
- Courtney Ambres-Wade, CFE, CGAP (Audit Manager)

Types of State Employee Separations During Fiscal Years 2017-2021

Table 16 provides a summary of the types of state employee separations for fiscal years 2017 through 2021, including interagency transfers.

Table 16

Types of State Employee Separations										
Reason for Separation	Fiscal Year 2017		Fiscal Year 2018		Fiscal Year 2019		Fiscal Year 2020		Fiscal Year 2021	
	Separations	Percent of Total Separations	Separations	Percent of Total Separations	Separations	Percent of Total Separations	Separations	Percent of Total Separations	Separations	Percent of Total Separations
Voluntary Separation from Agency	16,857	33.1%	16,905	54.8%	18,694	56.6%	16,621	55.9%	20,425	61.6%
Transfer to Another Agency	22,766	44.7%	2,190	7.1%	2,459	7.4%	1,860	6.3%	1,505	4.5%
Retirement	4,531	8.9%	4,657	15.1%	4,523	13.7%	3,938	13.2%	4,326	13.0%
Statewide Voluntary Separations ^a	44,154	86.6%	23,752	76.9%	25,676	77.7%	22,419	75.4%	26,256	79.2%
Dismissal for Cause	3,686	7.2%	3,893	12.6%	4,082	12.4%	3,833	12.9%	3,761	11.3%
Resignation in Lieu of Involuntary Separation	2,565	5.0%	2,611	8.5%	2,703	8.2%	2,634	8.9%	2,535	7.6%
Reduction in Force	55	0.1%	42	0.1%	51	0.2%	289	1.0%	48	0.1%
Death	217	0.4%	238	0.8%	198	0.6%	250	0.8%	321	1.0%
Termination at Will	307	0.6%	338	1.1%	314	1.0%	317	1.1%	249	0.8%
Statewide Involuntary Separations ^a	6,830	13.4%	7,122	23.1%	7,348	22.3%	7,323	24.6%	6,914	20.8%
Total Separations	50,984	100.0%	30,874	100.0%	33,024	100.0%	29,742	100.0%	33,170	100.0%
^a Percentages may not sum exactly due to rounding.										

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

Employee Turnover by State Agency, Including Interagency Transfers

Table 17 provides information on classified regular full- and part-time employee turnover by state agency, excluding higher education institutions, in fiscal year 2021. These totals include interagency transfers, because they are considered losses for an agency.

Table 17

Employee Turnover by State Agency, Including Interagency Transfers									
Fiscal Year 2021 ^a									
Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
201 - Supreme Court of Texas	0	0.0%	31	39.7%	2	2.6%	78.00	33	42.3%
211 - Court of Criminal Appeals	1	1.8%	9	15.8%	1	1.8%	57.00	11	19.3%
212 - Texas Judicial Council Office of Court Administration	0	0.0%	12	6.3%	11	5.8%	191.00	23	12.0%
213 - Office of the State Prosecuting Attorney	0	0.0%	0	0.0%	0	0.0%	3.00	0	0.0%
215 - Office of Capital and Forensic Writs	0	0.0%	3	14.3%	0	0.0%	21.00	3	14.3%
221 - First Court of Appeals District, Houston	0	0.0%	1	3.4%	0	0.0%	29.25	1	3.4%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	4	13.4%	0	0.0%	29.75	4	13.4%
223 - Third Court of Appeals District, Austin	0	0.0%	3	11.3%	1	3.8%	26.50	4	15.1%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	4	15.2%	1	3.8%	26.25	5	19.0%
225 - Fifth Court of Appeals District, Dallas	0	0.0%	5	10.8%	1	2.2%	46.25	6	13.0%
226 - Sixth Court of Appeals District, Texarkana	0	0.0%	0	0.0%	0	0.0%	12.00	0	0.0%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	0	0.0%	1	7.4%	13.50	1	7.4%
228 - Eighth Court of Appeals District, El Paso	0	0.0%	3	18.5%	0	0.0%	16.25	3	18.5%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	1	6.3%	2	12.5%	16.00	3	18.8%
230 - Tenth Court of Appeals District, Waco	0	0.0%	0	0.0%	0	0.0%	12.00	0	0.0%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	4	25.8%	2	12.9%	15.50	6	38.7%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	0	0.0%	1	8.5%	11.75	1	8.5%

Employee Turnover by State Agency, Including Interagency Transfers

Fiscal Year 2021 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
233 - Thirteenth Court of Appeals District, Corpus Christi - Edinburg	1	4.3%	2	8.5%	0	0.0%	23.50	3	12.8%
234 - Fourteenth Court of Appeals District, Houston	1	3.2%	2	6.3%	1	3.2%	31.50	4	12.7%
242 - State Commission on Judicial Conduct	0	0.0%	0	0.0%	1	8.3%	12.00	1	8.3%
243 - State Law Library	0	0.0%	1	9.1%	0	0.0%	11.00	1	9.1%
300 - Trusteed Programs within the Office of the Governor	1	0.7%	19	13.7%	5	3.6%	138.25	25	18.1%
301 - Office of the Governor	2	1.3%	35	23.5%	7	4.7%	149.25	44	29.5%
302 - Office of the Attorney General	46	1.1%	292	7.2%	120	3.0%	4,064.50	458	11.3%
303 - Texas Facilities Commission	5	1.4%	23	6.3%	7	1.9%	366.25	35	9.6%
304 - Comptroller of Public Accounts	46	1.7%	202	7.6%	91	3.4%	2,668.25	339	12.7%
305 - General Land Office	13	1.8%	36	4.9%	33	4.5%	733.00	82	11.2%
306 - Library and Archives Commission	2	1.2%	13	8.0%	5	3.1%	163.00	20	12.3%
307 - Secretary of State	5	2.8%	31	17.2%	3	1.7%	179.75	39	21.7%
312 - State Securities Board	2	2.5%	9	11.2%	2	2.5%	80.25	13	16.2%
313 - Department of Information Resources	4	2.0%	12	6.1%	4	2.0%	198.25	20	10.1%
320 - Texas Workforce Commission	61	1.3%	392	8.5%	187	4.1%	4,590.75	640	13.9%
323 - Teacher Retirement System	23	2.7%	80	9.5%	18	2.1%	843.75	121	14.3%
326 - Texas Emergency Services Retirement System	1	13.8%	0	0.0%	0	0.0%	7.25	1	13.8%
327 - Employees Retirement System	3	0.8%	26	6.8%	12	3.1%	383.25	41	10.7%
329 - Real Estate Commission	6	4.2%	14	9.9%	4	2.8%	141.25	24	17.0%
332 - Department of Housing and Community Affairs	2	0.6%	16	5.1%	12	3.8%	314.75	30	9.5%
338 - Pension Review Board	0	0.0%	3	29.3%	0	0.0%	10.25	3	29.3%
347 - Public Finance Authority	0	0.0%	0	0.0%	1	7.7%	13.00	1	7.7%
352 - Bond Review Board	0	0.0%	2	22.2%	0	0.0%	9.00	2	22.2%
356 - Texas Ethics Commission	0	0.0%	2	7.5%	2	7.5%	26.50	4	15.1%
359 - Office of Public Insurance Counsel	0	0.0%	1	11.1%	1	11.1%	9.00	2	22.2%
360 - State Office of Administrative Hearings	4	3.7%	13	12.0%	8	7.4%	108.75	25	23.0%
362 - Texas Lottery Commission	3	1.0%	16	5.5%	16	5.5%	289.75	35	12.1%
364 - Health Professions Council	0	0.0%	0	0.0%	0	0.0%	7.00	0	0.0%
401 - Texas Military Department	8	1.3%	95	15.7%	16	2.6%	604.00	119	19.7%

Employee Turnover by State Agency, Including Interagency Transfers

Fiscal Year 2021 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
403 - Veterans Commission	3	0.7%	43	10.1%	10	2.3%	426.50	56	13.1%
405 - Department of Public Safety	61	0.6%	550	5.3%	235	2.3%	10,434.75	846	8.1%
407 - Texas Commission on Law Enforcement	0	0.0%	2	4.2%	0	0.0%	48.00	2	4.2%
409 - Commission on Jail Standards	1	4.5%	4	18.2%	1	4.5%	22.00	6	27.3%
411 - Commission on Fire Protection	0	0.0%	4	14.7%	0	0.0%	27.25	4	14.7%
448 - Office of Injured Employee Counsel	2	1.3%	28	18.5%	6	4.0%	151.00	36	23.8%
450 - Department of Savings and Mortgage Lending	1	1.7%	3	5.2%	3	5.2%	58.25	7	12.0%
451 - Department of Banking	2	1.1%	15	8.3%	7	3.9%	181.50	24	13.2%
452 - Department of Licensing and Regulation	10	1.9%	35	6.8%	19	3.7%	516.00	64	12.4%
454 - Department of Insurance	28	2.2%	58	4.5%	49	3.8%	1,302.00	135	10.4%
455 - Railroad Commission	15	1.8%	65	7.6%	21	2.5%	851.25	101	11.9%
456 - State Board of Plumbing Examiners	0	0.0%	4	12.8%	1	3.2%	31.25	5	16.0%
457 - Board of Public Accountancy	1	2.8%	3	8.5%	1	2.8%	35.50	5	14.1%
458 - Alcoholic Beverage Commission	13	2.2%	41	7.0%	20	3.4%	586.50	74	12.6%
459 - Board of Public Architectural Examiners	0	0.0%	0	0.0%	1	5.3%	18.75	1	5.3%
460 - Board of Public Professional Engineers and Land Surveyors	0	0.0%	0	0.0%	0	0.0%	31.25	0	0.0%
466 - Office of Consumer Credit Commissioner	0	0.0%	11	15.0%	0	0.0%	73.25	11	15.0%
469 - Credit Union Department	0	0.0%	3	10.9%	2	7.3%	27.50	5	18.2%
473 - Public Utility Commission of Texas	2	1.2%	24	14.0%	6	3.5%	171.00	32	18.7%
475 - Office of Public Utility Counsel	0	0.0%	2	17.4%	0	0.0%	11.50	2	17.4%
476 - Racing Commission	0	0.0%	2	5.4%	0	0.0%	36.75	2	5.4%
477 - Commission on State Emergency Communications	0	0.0%	1	5.3%	3	15.8%	19.00	4	21.1%
479 - State Office of Risk Management	6	5.2%	20	17.3%	5	4.3%	115.75	31	26.8%
481 - Board of Professional Geoscientists	0	0.0%	0	0.0%	0	0.0%	4.00	0	0.0%
503 - Texas Medical Board	1	0.5%	14	7.1%	5	2.5%	197.25	20	10.1%
504 - Texas State Board of Dental Examiners	1	2.0%	6	11.9%	0	0.0%	50.25	7	13.9%
507 - Texas Board of Nursing	1	0.9%	11	9.6%	0	0.0%	114.25	12	10.5%

Employee Turnover by State Agency, Including Interagency Transfers

Fiscal Year 2021 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
508 - Board of Chiropractic Examiners	2	22.9%	1	11.4%	0	0.0%	8.75	3	34.3%
510 - Texas Behavioral Health Executive Council	3	5.3%	9	15.9%	0	0.0%	56.75	12	21.1%
513 - Funeral Service Commission	1	11.8%	3	35.3%	1	11.8%	8.50	5	58.8%
514 - Optometry Board	0	0.0%	1	14.8%	0	0.0%	6.75	1	14.8%
515 - Board of Pharmacy	0	0.0%	6	5.9%	4	3.9%	102.50	10	9.8%
529 - Health and Human Services Commission	2,143	5.8%	6,855	18.5%	965	2.6%	36,992.75	9,963	26.9%
530 - Department of Family and Protective Services	396	3.0%	2,560	19.2%	248	1.9%	13,367.00	3,204	24.0%
533 - Executive Council of Physical and Occupational Therapy Examiners	0	0.0%	0	0.0%	0	0.0%	18.00	0	0.0%
537 - Department of State Health Services	56	1.7%	373	11.0%	79	2.3%	3,380.50	508	15.0%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	5	15.7%	0	0.0%	31.75	5	15.7%
551 - Department of Agriculture	4	0.6%	59	9.3%	12	1.9%	637.25	75	11.8%
554 - Animal Health Commission	6	3.3%	43	23.8%	8	4.4%	180.75	57	31.5%
578 - Board of Veterinary Medical Examiners	0	0.0%	0	0.0%	0	0.0%	19.00	0	0.0%
580 - Water Development Board	9	2.5%	35	9.7%	12	3.3%	362.25	56	15.5%
582 - Commission on Environmental Quality	23	0.9%	214	7.9%	92	3.4%	2,696.00	329	12.2%
592 - Soil & Water Conservation Board	0	0.0%	0	0.0%	4	5.9%	67.50	4	5.9%
601 - Department of Transportation	199	1.6%	927	7.3%	469	3.7%	12,670.25	1,595	12.6%
608 - Texas Department of Motor Vehicles	12	1.6%	88	11.6%	20	2.6%	760.50	120	15.8%
644 - Juvenile Justice Department	212	10.8%	659	33.7%	52	2.7%	1,956.25	923	47.2%
696 - Department of Criminal Justice	3,406	9.4%	7,270	20.0%	1,249	3.4%	36,355.75	11,925	32.8%
701 - Texas Education Agency	4	0.4%	100	9.7%	33	3.2%	1,029.00	137	13.3%
771 - School for the Blind and Visually Impaired	1	0.4%	23	8.3%	8	2.9%	277.75	32	11.5%
772 - School for the Deaf	2	0.6%	54	16.7%	8	2.5%	324.25	64	19.7%
802 - Parks and Wildlife Department	32	1.1%	221	7.4%	80	2.7%	2,996.25	333	11.1%
808 - Historical Commission	4	1.4%	15	5.2%	6	2.1%	287.25	25	8.7%
809 - Preservation Board	11	5.3%	40	19.4%	2	1.0%	206.50	53	25.7%

Employee Turnover by State Agency, Including Interagency Transfers

Fiscal Year 2021 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
813 - Commission on the Arts	0	0.0%	1	8.0%	0	0.0%	12.50	1	8.0%
907 - Comptroller - State Energy Conservation Office	0	0.0%	2	25.0%	0	0.0%	8.00	2	25.0%
Statewide Totals ^b	6,914	4.7%	21,930	14.9%	4,326	2.9%	147,144.50	33,170	22.5%

^a Turnover rates in this table include interagency transfers, because these separations are considered losses for an agency.

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

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

Turnover by Job Classification Series

Table 18 summarizes turnover by job classification series for fiscal year 2021. The State had 27 occupational categories for the 2020–2021 biennium, all of which are presented in this table.

Table 18

Turnover by Job Classification Series and Occupational Category Fiscal Year 2021						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,595.25	1.1%	164	0.5%	10.3%
	Accounting Technician	167.50	0.1%	31	0.1%	18.5%
	Accounts Examiner	720.75	0.5%	80	0.3%	11.1%
	Appropriations Control Officer	18.25	0.0%	1	0.0%	5.5%
	Auditor	609.50	0.4%	64	0.2%	10.5%
	Budget Analyst	432.25	0.3%	29	0.1%	6.7%
	Chief Trader	4.00	0.0%	0	0.0%	0.0%
	Financial Analyst	300.00	0.2%	23	0.1%	7.7%
	Financial Examiner	436.00	0.3%	41	0.1%	9.4%
	Independent Audit Reviewer	6.50	0.0%	1	0.0%	15.4%
	Investment Analyst	101.50	0.1%	13	0.0%	12.8%
	Loan Specialist	30.75	0.0%	1	0.0%	3.3%
	Payroll Specialist	40.50	0.0%	4	0.0%	9.9%
	Portfolio Manager	116.50	0.1%	3	0.0%	2.6%
	Reimbursement Officer	87.75	0.1%	14	0.0%	16.0%
	Tax Analyst	27.50	0.0%	1	0.0%	3.6%
	Tax Auditor	528.75	0.4%	98	0.3%	18.5%
	Tax Auditor Manager	25.75	0.0%	3	0.0%	11.7%
	Tax Auditor Supervisor	55.75	0.0%	6	0.0%	10.8%
	Taxpayer Compliance Officer	339.50	0.2%	49	0.2%	14.4%
	Trader	3.00	0.0%	0	0.0%	0.0%
Totals for Accounting, Auditing, and Finance		5,647.25	3.8%	626	2.0%	11.1% ^c
Administrative Support	Administrative Assistant	6,196.00	4.2%	985	3.1%	15.9%
	Clerk	3,257.75	2.2%	772	2.4%	23.7%
	Customer Service Representative	1,443.50	1.0%	263	0.8%	18.2%
	Executive Assistant	513.00	0.3%	61	0.2%	11.9%
	License and Permit Specialist	3,151.75	2.1%	332	1.0%	10.5%
	Receptionist	74.75	0.1%	19	0.1%	25.4%
Totals for Administrative Support		14,636.75	9.9%	2,432	7.7%	16.6% ^c

Turnover by Job Classification Series and Occupational Category
Fiscal Year 2021

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Criminal Justice	Agriculture Specialist	103.50	0.1%	16	0.1%	15.5%
	Assistant Warden/Warden	182.75	0.1%	37	0.1%	20.2%
	Correctional Officer	22,502.00	15.3%	9,071	28.6%	40.3%
	Counsel Substitute	95.75	0.1%	22	0.1%	23.0%
	Dorm Supervisor	39.50	0.0%	15	0.0%	38.0%
	Halfway House Assistant Superintendent/ Superintendent	10.25	0.0%	4	0.0%	39.0%
	Industrial Specialist	272.25	0.2%	37	0.1%	13.6%
	Juvenile Correctional Officer	936.50	0.6%	665	2.1%	71.0%
	Parole Officer	2,061.75	1.4%	377	1.2%	18.3%
	Senior Correctional Officer	2,898.00	2.0%	532	1.7%	18.4%
	Youth Facility Assistant Superintendent/Superintendent	9.00	0.0%	0	0.0%	0.0%
Totals for Criminal Justice		29,111.25	19.8%	10,776	34.0%	37.0% ^c
Custodial	Barber/Cosmetologist	17.50	0.0%	5	0.0%	28.6%
	Cook	308.00	0.2%	84	0.3%	27.3%
	Custodial Manager	60.75	0.0%	4	0.0%	6.6%
	Custodian	813.75	0.6%	245	0.8%	30.1%
	Food Service Manager	868.25	0.6%	197	0.6%	22.7%
	Food Service Worker	578.00	0.4%	304	1.0%	52.6%
	Groundskeeper	94.25	0.1%	23	0.1%	24.4%
	Laundry Manager	668.25	0.5%	104	0.3%	15.6%
	Laundry/Sewing Room Worker	90.00	0.1%	31	0.1%	34.4%
Totals for Custodial		3,498.75	2.4%	997	3.1%	28.5% ^c
Education	Education Specialist	250.75	0.2%	48	0.2%	19.1%
	Teacher Aide	95.00	0.1%	19	0.1%	20.0%
Totals for Education		345.75	0.2%	67	0.2%	19.4% ^c
Employment	Unemployment Insurance Claims Examiner	61.25	0.0%	8	0.0%	13.1%
	Unemployment Insurance Specialist	24.50	0.0%	2	0.0%	8.2%
	Workforce Development Specialist	409.75	0.3%	63	0.2%	15.4%
Totals for Employment		495.50	0.3%	73	0.2%	14.7% ^c
Engineering and Design	Architect	65.75	0.0%	11	0.0%	16.7%
	District Engineer	25.25	0.0%	4	0.0%	15.8%
	Drafting Technician	13.00	0.0%	2	0.0%	15.4%
	Engineer	917.25	0.6%	81	0.3%	8.8%
	Engineering Aide	52.00	0.0%	21	0.1%	40.4%

Turnover by Job Classification Series and Occupational Category
Fiscal Year 2021

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Engineering Specialist	2,855.25	1.9%	253	0.8%	8.9%
	Engineering Technician	1,259.25	0.9%	151	0.5%	12.0%
	Project Design Assistant	2.75	0.0%	1	0.0%	36.4%
Totals for Engineering and Design		5,190.50	3.5%	524	1.7%	10.1% ^c
Human Resources	Human Resources Assistant/Specialist	725.00	0.5%	93	0.3%	12.8%
	Training Assistant/Specialist	812.25	0.6%	94	0.3%	11.6%
Total for Human Resources		1,537.25	1.0%	187	0.6%	12.2% ^c
Information and Communication	Creative Media Designer	68.50	0.0%	7	0.0%	10.2%
	Editor	27.75	0.0%	2	0.0%	7.2%
	Government Relations Specialist	81.50	0.1%	9	0.0%	11.0%
	Governor's Advisor	18.25	0.0%	0	0.0%	0.0%
	Information Specialist	496.25	0.3%	50	0.2%	10.1%
	Management Analyst	391.50	0.3%	32	0.1%	8.2%
	Marketing Specialist	62.25	0.0%	5	0.0%	8.0%
	Multimedia Technician	17.25	0.0%	0	0.0%	0.0%
	Privacy Analyst	2.00	0.0%	0	0.0%	0.0%
	Technical Writer	51.75	0.0%	11	0.0%	21.3%
Totals for Information and Communication		1,217.00	0.8%	116	0.4%	9.5% ^c
Information Technology	Business Analyst	244.00	0.2%	17	0.1%	7.0%
	Business Continuity Coordinator	15.00	0.0%	2	0.0%	13.3%
	Chief Information Security Officer	1.50	0.0%	0	0.0%	0.0%
	Computer Operations Specialist	34.00	0.0%	2	0.0%	5.9%
	Cybersecurity Analyst	95.75	0.1%	9	0.0%	9.4%
	Cybersecurity Officer	5.75	0.0%	1	0.0%	17.4%
	Data Architect	14.25	0.0%	3	0.0%	21.1%
	Data Officer	3.75	0.0%	1	0.0%	26.7%
	Database Administrator	131.50	0.1%	13	0.0%	9.9%
	Geographic Information Specialist	105.75	0.1%	10	0.0%	9.5%
	Information Security Officer	11.00	0.0%	0	0.0%	0.0%
	Information Technology Auditor	24.50	0.0%	7	0.0%	28.6%
	Information Technology Security Analyst	110.25	0.1%	10	0.0%	9.1%
	Network Specialist	404.75	0.3%	39	0.1%	9.6%
	Programmer	651.25	0.4%	51	0.2%	7.8%
	Systems Administrator	226.00	0.2%	19	0.1%	8.4%
	Systems Analyst	1,718.25	1.2%	152	0.5%	8.8%

Turnover by Job Classification Series and Occupational Category
Fiscal Year 2021

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Systems Support Specialist	497.25	0.3%	61	0.2%	12.3%
	Telecommunications Specialist	130.25	0.1%	15	0.0%	11.5%
	Web Administrator	104.25	0.1%	6	0.0%	5.8%
Totals for Information Technology		4,529.00	3.1%	418	1.3%	9.2% ^c
Inspectors and Investigators	Boiler Inspector	16.75	0.0%	2	0.0%	11.9%
	Inspector	1,375.00	0.9%	176	0.6%	12.8%
	Investigator	2,014.75	1.4%	236	0.7%	11.7%
Totals for Inspectors and Investigators		3,406.50	2.3%	414	1.3%	12.2% ^c
Insurance	Actuary	60.75	0.0%	8	0.0%	13.2%
	Claims Assistant and Claims Examiner	511.75	0.3%	85	0.3%	16.6%
	Insurance Specialist	192.00	0.1%	18	0.1%	9.4%
	Retirement Systems Benefits Specialist	263.50	0.2%	52	0.2%	19.7%
Totals for Insurance		1,028.00	0.7%	163	0.5%	15.9% ^c
Land Surveying, Appraising, and Utilities	Appraiser	85.75	0.1%	7	0.0%	8.2%
	Land Surveyor	20.50	0.0%	2	0.0%	9.8%
	Right of Way Agent	181.75	0.1%	19	0.1%	10.5%
	Utility Specialist	8.00	0.0%	2	0.0%	25.0%
Totals for Land Surveying, Appraising, and Utilities		296.00	0.2%	30	0.1%	10.1% ^c
Law Enforcement	Agent	138.25	0.1%	15	0.0%	10.8%
	Agent Trainee	0.50	0.0%	0	0.0%	0.0%
	Captain, Texas Attorney General's Office	17.50	0.0%	2	0.0%	11.4%
	Captain, Texas Department of Insurance	2.00	0.0%	0	0.0%	0.0%
	Commander, Public Safety	0.75	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	274.25	0.2%	11	0.0%	4.0%
	Deputy Chief Investigator, Texas Department of Insurance	1.00	0.0%	0	0.0%	0.0%
	Game Warden	398.75	0.3%	15	0.0%	3.8%
	Game Warden-Assistant Commander/Commander	5.75	0.0%	0	0.0%	0.0%
	Game Warden-Sergeant/Lieutenant/Captain/Major	97.25	0.1%	5	0.0%	5.1%
	Internal Affairs (Supervisor/Manager/Admin./Dir.)	23.50	0.0%	2	0.0%	8.5%
	Internal Affairs Investigator	117.00	0.1%	12	0.0%	10.3%

Turnover by Job Classification Series and Occupational Category
Fiscal Year 2021

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Lieutenant, Texas Attorney General's Office	25.25	0.0%	2	0.0%	7.9%
	Lieutenant, Texas Department of Insurance	3.50	0.0%	1	0.0%	28.6%
	Major, Texas Attorney General's Office	4.00	0.0%	0	0.0%	0.0%
	Pilot Investigator	41.00	0.0%	2	0.0%	4.9%
	Probationary Agent	12.75	0.0%	1	0.0%	7.8%
	Sergeant, Texas Attorney General's Office	142.75	0.1%	11	0.0%	7.7%
	Sergeant, Texas Department of Insurance	17.00	0.0%	1	0.0%	5.9%
	Sergeant/Lieutenant/Captain/Major, Alcohol Bev.	55.25	0.0%	4	0.0%	7.2%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,447.00	1.0%	65	0.2%	4.5%
	Trainee/Probationary Game Warden	54.25	0.0%	8	0.0%	14.7%
	Trooper	2,197.25	1.5%	85	0.3%	3.9%
	Trooper Trainee/Probationary Trooper	172.50	0.1%	35	0.1%	20.3%
Totals for Law Enforcement		5,249.00	3.6%	277	0.9%	5.3% ^c
Legal	Administrative Law Judge	109.25	0.1%	10	0.0%	9.2%
	Assistant Attorney General	743.50	0.5%	101	0.3%	13.6%
	Attorney	1,122.50	0.8%	133	0.4%	11.8%
	Benefit Review Officer	29.75	0.0%	2	0.0%	6.7%
	Chief Deputy Clerk	11.00	0.0%	0	0.0%	0.0%
	Clerk of the Court	15.50	0.0%	3	0.0%	19.4%
	Compliance Analyst	163.75	0.1%	14	0.0%	8.5%
	Court Coordinator	73.50	0.0%	4	0.0%	5.4%
	Court Law Clerk	36.00	0.0%	32	0.1%	88.9%
	Deputy Clerk	46.50	0.0%	10	0.0%	21.5%
	General Counsel	205.00	0.1%	16	0.1%	7.8%
	Hearings Officer	139.25	0.1%	25	0.1%	18.0%
	Hearings Reporter	0.75	0.0%	0	0.0%	0.0%
	Law Clerk	2.00	0.0%	2	0.0%	100.0%
	Legal Assistant	457.50	0.3%	50	0.2%	10.9%
	Legal Secretary	173.25	0.1%	21	0.1%	12.1%
	Medical Fee Dispute Officer	5.00	0.0%	0	0.0%	0.0%
	Ombudsman	183.75	0.1%	31	0.1%	16.9%
Totals for Legal		3,517.75	2.4%	454	1.4%	12.9% ^c

Turnover by Job Classification Series and Occupational Category
Fiscal Year 2021

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Library and Records	Archaeologist	31.50	0.0%	4	0.0%	12.7%
	Archivist	30.00	0.0%	2	0.0%	6.7%
	Curator	18.50	0.0%	2	0.0%	10.8%
	Exhibit Technician	5.00	0.0%	0	0.0%	0.0%
	Historian	6.50	0.0%	0	0.0%	0.0%
	Librarian	107.75	0.1%	15	0.0%	13.9%
	Library Assistant	22.50	0.0%	3	0.0%	13.3%
	Records Analyst	14.25	0.0%	0	0.0%	0.0%
Totals for Library and Records		236.00	0.2%	26	0.1%	11.0% ^c
Maintenance	Air Conditioning and Boiler Operator	34.25	0.0%	2	0.0%	5.8%
	Aircraft Mechanic	16.00	0.0%	0	0.0%	0.0%
	Aircraft Pilot	5.50	0.0%	2	0.0%	36.4%
	Electrician	55.00	0.0%	5	0.0%	9.1%
	Electronics Technician	55.25	0.0%	6	0.0%	10.9%
	Equipment Maintenance Technician	10.25	0.0%	2	0.0%	19.5%
	Equipment Operator	749.25	0.5%	90	0.3%	12.0%
	Ferryboat Deckhand	124.00	0.1%	32	0.1%	25.8%
	Ferryboat Specialist	55.50	0.0%	6	0.0%	10.8%
	HVAC Mechanic	84.25	0.1%	10	0.0%	11.9%
	Machinist	3.00	0.0%	0	0.0%	0.0%
	Maintenance Specialist	972.25	0.7%	174	0.5%	17.9%
	Maintenance Supervisor	917.50	0.6%	167	0.5%	18.2%
	Motor Vehicle Technician	297.75	0.2%	32	0.1%	10.7%
	Plumber	8.00	0.0%	2	0.0%	25.0%
	Radio Communications Technician	25.75	0.0%	1	0.0%	3.9%
	Transportation Maintenance Specialist	2,773.00	1.9%	585	1.8%	21.1%
	Vehicle Driver	223.00	0.2%	82	0.3%	36.8%
Totals for Maintenance		6,409.50	4.4%	1,198	3.8%	18.7% ^c
Medical and Health	Advanced Practice Registered Nurse	89.25	0.1%	10	0.0%	11.2%
	Behavior Analyst	66.50	0.0%	11	0.0%	16.5%
	Certified Peer Support Specialist	4.75	0.0%	1	0.0%	21.1%
	Dental Assistant	21.50	0.0%	2	0.0%	9.3%
	Dental Hygienist	30.00	0.0%	4	0.0%	13.3%
	Dentist	33.25	0.0%	4	0.0%	12.0%
	Dietetic and Nutrition Specialist	72.25	0.0%	14	0.0%	19.4%
	Dietetic Technician	19.00	0.0%	9	0.0%	47.4%

Turnover by Job Classification Series and Occupational Category
Fiscal Year 2021

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Epidemiologist	132.00	0.1%	23	0.1%	17.4%
	Health Assistant	109.75	0.1%	25	0.1%	22.8%
	Health Physicist	66.50	0.0%	13	0.0%	19.5%
	Health Specialist	275.25	0.2%	71	0.2%	25.8%
	Laboratory Technician	59.50	0.0%	9	0.0%	15.1%
	Licensed Vocational Nurse	999.25	0.7%	275	0.9%	27.5%
	Medical Research Specialist	16.75	0.0%	1	0.0%	6.0%
	Medical Technician	24.00	0.0%	5	0.0%	20.8%
	Medical Technologist	65.50	0.0%	13	0.0%	19.8%
	Microbiologist	96.25	0.1%	16	0.1%	16.6%
	Molecular Biologist	55.25	0.0%	6	0.0%	10.9%
	Nurse	2,147.50	1.5%	506	1.6%	23.6%
	Orthopedic Equipment Technician	35.75	0.0%	3	0.0%	8.4%
	Pharmacist	116.25	0.1%	15	0.0%	12.9%
	Pharmacy Technician	79.75	0.1%	22	0.1%	27.6%
	Physician	108.25	0.1%	15	0.0%	13.9%
	Physician Assistant	4.25	0.0%	1	0.0%	23.5%
	Psychiatrist	125.50	0.1%	11	0.0%	8.8%
	Psychological Associate	4.00	0.0%	0	0.0%	0.0%
	Psychologist	62.50	0.0%	24	0.1%	38.4%
	Public Health and Prevention Specialist	334.50	0.2%	39	0.1%	11.7%
	Public Health Nurse	56.25	0.0%	10	0.0%	17.8%
	Radiological Technologist	14.75	0.0%	1	0.0%	6.8%
	Registered Therapist Assistant/Therapist	328.00	0.2%	39	0.1%	11.9%
	Respiratory Care Practitioner	15.50	0.0%	5	0.0%	32.3%
	Veterinarian	26.00	0.0%	5	0.0%	19.2%
Totals for Medical and Health		5,695.25	3.9%	1,208	3.8%	21.2% ^c
Military	Military Specialist	18.75	0.0%	1	0.0%	5.3%
Totals for Military		18.75	0.0%	1	0.0%	5.3% ^c
Natural Resources	Assistant Park Superintendent	50.75	0.0%	1	0.0%	2.0%
	Chemist	121.75	0.1%	13	0.0%	10.7%
	Environmental Protection Specialist	285.75	0.2%	24	0.1%	8.4%
	Fish and Wildlife Technician	192.75	0.1%	9	0.0%	4.7%
	Geoscientist	93.50	0.1%	9	0.0%	9.6%
	Hydrologist	72.75	0.0%	4	0.0%	5.5%

Turnover by Job Classification Series and Occupational Category
Fiscal Year 2021

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Natural Resources Specialist	1,234.50	0.8%	137	0.4%	11.1%
	Park Ranger	77.50	0.1%	8	0.0%	10.3%
	Park Superintendent	107.75	0.1%	13	0.0%	12.1%
	Sanitarian	128.00	0.1%	11	0.0%	8.6%
	Toxicologist	16.75	0.0%	1	0.0%	6.0%
Totals for Natural Resources		2,381.75	1.6%	230	0.7%	9.7% ^c
Office Services	Document Services Technician	148.75	0.1%	21	0.1%	14.1%
	Photographer	1.00	0.0%	1	0.0%	100.0%
Totals for Office Services		149.75	0.1%	22	0.1%	14.7% ^c
Planning, Research, and Statistics	Data Analyst	288.25	0.2%	35	0.1%	12.1%
	Economist	31.75	0.0%	4	0.0%	12.6%
	Planner	210.75	0.1%	16	0.1%	7.6%
	Research and Statistics Technician	11.25	0.0%	7	0.0%	62.2%
	Research Specialist	256.50	0.2%	34	0.1%	13.3%
	Statistician	9.50	0.0%	3	0.0%	31.6%
Totals for Planning, Research, and Statistics		808.00	0.5%	99	0.3%	12.3% ^c
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Deputy/First Assistant Attorney General	11.00	0.0%	10	0.0%	90.9%
	Director	2,878.25	2.0%	285	0.9%	9.9%
	Manager	3,563.00	2.4%	362	1.1%	10.2%
	Portfolio Project Manager	33.00	0.0%	1	0.0%	3.0%
	Program Specialist	5,936.75	4.0%	611	1.9%	10.3%
	Program Supervisor	1,926.50	1.3%	196	0.6%	10.2%
	Project Management Specialist	35.00	0.0%	2	0.0%	5.7%
	Project Manager	600.00	0.4%	72	0.2%	12.0%
	Staff Services Officer	384.25	0.3%	23	0.1%	6.0%
Totals for Program Management		15,368.75	10.4%	1,562	4.9%	10.2% ^c
Property Management and Procurement	Contract Administration Manager	158.50	0.1%	14	0.0%	8.8%
	Contract Specialist	1,112.75	0.8%	128	0.4%	11.5%
	Contract Technician	57.75	0.0%	7	0.0%	12.1%
	Fleet Manager	39.50	0.0%	2	0.0%	5.1%
	Grant Coordinator	197.50	0.1%	18	0.1%	9.1%
	Inventory and Store Specialist	827.50	0.6%	141	0.4%	17.0%
	Property Manager	172.75	0.1%	17	0.1%	9.8%
	Purchaser	415.75	0.3%	60	0.2%	14.4%

Turnover by Job Classification Series and Occupational Category
Fiscal Year 2021

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Totals for Property Management and Procurement		2,982.00	2.0%	387	1.2%	13.0% ^c
Public Safety	Crime Analyst	109.00	0.1%	12	0.0%	11.0%
	Crime Laboratory Specialist	68.75	0.0%	8	0.0%	11.6%
	Criminal Intelligence Analyst	70.25	0.0%	7	0.0%	10.0%
	Emergency Management Program Coordinator	13.00	0.0%	2	0.0%	15.4%
	Fingerprint Analyst	29.00	0.0%	2	0.0%	6.9%
	Forensic Scientist	337.25	0.2%	25	0.1%	7.4%
	Police Communications Operator	145.00	0.1%	13	0.0%	9.0%
	Public Safety Records Technician	11.25	0.0%	1	0.0%	8.9%
	Security Officer	660.00	0.4%	176	0.6%	26.7%
	State Park Police Officer	41.75	0.0%	2	0.0%	4.8%
	State Park Police Officer-Sergeant/Lieutenant/Captain/Major	35.00	0.0%	0	0.0%	0.0%
	Trainee/Probationary State Park Police Officer	19.50	0.0%	5	0.0%	25.6%
Totals for Public Safety		1,539.75	1.0%	253	0.8%	16.4% ^c
Safety	Rescue Specialist	28.50	0.0%	6	0.0%	21.1%
	Risk Management Specialist	52.50	0.0%	7	0.0%	13.3%
	Safety Officer	212.75	0.1%	32	0.1%	15.0%
Totals for Safety		293.75	0.2%	45	0.1%	15.3% ^c
Social Services	Adult and Child Care Licensing Specialist	10.75	0.0%	1	0.0%	9.3%
	Adult Protective Services Specialist	575.75	0.4%	140	0.4%	24.3%
	Case Manager	469.25	0.3%	124	0.4%	26.4%
	Chaplain	123.50	0.1%	24	0.1%	19.4%
	Chaplaincy Services Assistant	9.25	0.0%	1	0.0%	10.8%
	Child Protective Services Specialist	6,810.75	4.6%	2,021	6.4%	29.7%
	Child Support Officer	1,281.50	0.9%	99	0.3%	7.7%
	Child Support Technician	326.00	0.2%	26	0.1%	8.0%
	Direct Support Professional	5,645.75	3.8%	3,031	9.6%	53.7%
	Family and Protective Services Supervisor	1,387.75	0.9%	136	0.4%	9.8%
	Family Services Specialist	236.50	0.2%	12	0.0%	5.1%
	Guardianship Specialist	83.75	0.1%	11	0.0%	13.1%
	Human Rights Officer	14.75	0.0%	4	0.0%	27.1%
	Human Services Specialist	1,261.50	0.9%	164	0.5%	13.0%
	Human Services Technician	908.25	0.6%	199	0.6%	21.9%

Turnover by Job Classification Series and Occupational Category
Fiscal Year 2021

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Interpreter	24.50	0.0%	1	0.0%	4.1%
	Protective Services Intake Specialist	338.00	0.2%	38	0.1%	11.2%
	Psychiatric Nursing Assistant	2,737.00	1.9%	1,343	4.2%	49.1%
	Qualified Intellectual Disability Professional	279.75	0.2%	47	0.1%	16.8%
	Quality Assurance Specialist	387.50	0.3%	29	0.1%	7.5%
	Recreation Program Specialist	17.75	0.0%	4	0.0%	22.5%
	Rehabilitation Teacher	92.25	0.1%	11	0.0%	11.9%
	Rehabilitation Therapy Technician	946.00	0.6%	258	0.8%	27.3%
	Resident Specialist	270.75	0.2%	46	0.1%	17.0%
	Social Worker	269.75	0.2%	72	0.2%	26.7%
	Substance Abuse Counselor	108.50	0.1%	27	0.1%	24.9%
	Texas Works Advisor	5,359.25	3.6%	1,019	3.2%	19.0%
	Texas Works Supervisor	510.50	0.3%	48	0.2%	9.4%
	Transition Coordinator	14.00	0.0%	2	0.0%	14.3%
	Veterans Services Representative	301.25	0.2%	36	0.1%	12.0%
	Vocational Rehabilitation Counselor	672.00	0.5%	98	0.3%	14.6%
	Volunteer Services Coordinator	81.25	0.1%	8	0.0%	9.8%
Totals for Social Services		31,555.00	21.4%	9,080	28.7%	28.8% ^c
Statewide Totals		147,144.50	100.0%	31,665	100.0%	21.5% ^d

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

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

^c Turnover rates for occupational categories are not the sum of the turnover rates for the individual job classification series.

^d The statewide total turnover rate is not the sum of the percentages.

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

Turnover by Region and County

Table 19 provides a summary of turnover by region and county in Texas in fiscal year 2021.

Table 19

Turnover by Region and County Fiscal Year 2021						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Alamo Region	Atascosa	116.50	0.1%	7	0.0%	6.0%
	Bandera	43.00	0.0%	5	0.0%	11.6%
	Bexar	6,603.50	4.5%	1,465	4.6%	22.2%
	Calhoun	64.00	0.0%	9	0.0%	14.1%
	Comal	224.50	0.2%	28	0.1%	12.5%
	Dewitt	387.75	0.3%	73	0.2%	18.8%
	Frio	322.00	0.2%	146	0.5%	45.3%
	Gillespie	50.25	0.0%	7	0.0%	13.9%
	Goliad	36.50	0.0%	4	0.0%	11.0%
	Gonzales	58.00	0.0%	2	0.0%	3.4%
	Guadalupe	189.25	0.1%	37	0.1%	19.6%
	Jackson	22.75	0.0%	3	0.0%	13.2%
	Karnes	476.75	0.3%	191	0.6%	40.1%
	Kendall	53.00	0.0%	11	0.0%	20.8%
	Kerr	746.25	0.5%	233	0.7%	31.2%
	Lavaca	32.00	0.0%	2	0.0%	6.3%
	Medina	503.00	0.3%	132	0.4%	26.2%
	Victoria	253.50	0.2%	37	0.1%	14.6%
	Wilson	70.75	0.0%	10	0.0%	14.1%
Alamo Region Totals		10,253.25	7.0%	2,402	7.6%	23.4% ^b
Capital Region	Bastrop	195.75	0.1%	27	0.1%	13.8%
	Blanco	36.75	0.0%	6	0.0%	16.3%
	Burnet	246.75	0.2%	53	0.2%	21.5%
	Caldwell	77.50	0.1%	18	0.1%	23.2%
	Fayette	71.00	0.0%	7	0.0%	9.9%
	Hays	296.75	0.2%	39	0.1%	13.1%
	Lee	340.50	0.2%	157	0.5%	46.1%
	Llano	29.25	0.0%	1	0.0%	3.4%
	Travis	38,603.50	26.2%	4,681	14.8%	12.1%
	Williamson	525.75	0.4%	89	0.3%	16.9%

Turnover by Region and County Fiscal Year 2021						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Capital Region Totals		40,423.50	27.5%	5,078	16.0%	12.6% ^b
Central Texas Region	Bell	763.00	0.5%	150	0.5%	19.7%
	Bosque	30.50	0.0%	6	0.0%	19.7%
	Brazos	750.00	0.5%	133	0.4%	17.7%
	Burleson	41.50	0.0%	3	0.0%	7.2%
	Coryell	2,593.50	1.8%	902	2.8%	34.8%
	Falls	379.50	0.3%	146	0.5%	38.5%
	Freestone	286.50	0.2%	95	0.3%	33.2%
	Grimes	679.25	0.5%	158	0.5%	23.3%
	Hamilton	80.00	0.1%	16	0.1%	20.0%
	Hill	87.25	0.1%	14	0.0%	16.0%
	Lampasas	64.25	0.0%	11	0.0%	17.1%
	Leon	44.00	0.0%	7	0.0%	15.9%
	Limestone	1,335.00	0.9%	448	1.4%	33.6%
	Madison	516.00	0.4%	181	0.6%	35.1%
	McLennan	1,532.25	1.0%	400	1.3%	26.1%
	Milam	68.00	0.0%	18	0.1%	26.5%
	Mills	16.25	0.0%	2	0.0%	12.3%
	Robertson	39.50	0.0%	5	0.0%	12.7%
	San Saba	130.75	0.1%	40	0.1%	30.6%
	Washington	944.75	0.6%	351	1.1%	37.2%
Central Texas Region Totals		10,381.75	7.1%	3,086	9.7%	29.7% ^b
Gulf Coast Region	Austin	75.75	0.1%	7	0.0%	9.2%
	Brazoria	2,729.75	1.9%	751	2.4%	27.5%
	Chambers	38.00	0.0%	10	0.0%	26.3%
	Colorado	93.75	0.1%	19	0.1%	20.3%
	Fort Bend	2,614.25	1.8%	686	2.2%	26.2%
	Galveston	1,231.50	0.8%	207	0.7%	16.8%
	Harris	7,708.75	5.2%	1,259	4.0%	16.3%
	Liberty	960.50	0.7%	330	1.0%	34.4%
	Matagorda	88.00	0.1%	7	0.0%	8.0%
	Montgomery	572.50	0.4%	99	0.3%	17.3%
	Walker	6,426.50	4.4%	1,627	5.1%	25.3%
	Waller	62.50	0.0%	7	0.0%	11.2%
	Wharton	100.50	0.1%	14	0.0%	13.9%

Turnover by Region and County Fiscal Year 2021						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Gulf Coast Region Totals		22,702.25	15.4%	5,023	15.9%	22.1% ^b
High Plains Region	Armstrong	13.75	0.0%	1	0.0%	7.3%
	Bailey	16.00	0.0%	2	0.0%	12.5%
	Briscoe	22.00	0.0%	2	0.0%	9.1%
	Carson	35.50	0.0%	1	0.0%	2.8%
	Castro	16.50	0.0%	2	0.0%	12.1%
	Childress	357.25	0.2%	73	0.2%	20.4%
	Cochran	11.00	0.0%	5	0.0%	45.5%
	Collingsworth	12.00	0.0%	3	0.0%	25.0%
	Crosby	13.50	0.0%	2	0.0%	14.8%
	Dallam	65.75	0.0%	14	0.0%	21.3%
	Deaf Smith	45.00	0.0%	6	0.0%	13.3%
	Dickens	12.75	0.0%	3	0.0%	23.5%
	Donley	21.25	0.0%	1	0.0%	4.7%
	Floyd	16.25	0.0%	0	0.0%	0.0%
	Garza	34.00	0.0%	1	0.0%	2.9%
	Gray	336.25	0.2%	120	0.4%	35.7%
	Hale	505.25	0.3%	124	0.4%	24.5%
	Hall	13.75	0.0%	1	0.0%	7.3%
	Hansford	13.50	0.0%	2	0.0%	14.8%
	Hartley	130.00	0.1%	67	0.2%	51.5%
	Hemphill	20.25	0.0%	4	0.0%	19.8%
	Hockley	39.75	0.0%	7	0.0%	17.6%
	Hutchinson	46.25	0.0%	3	0.0%	6.5%
	Lamb	51.00	0.0%	10	0.0%	19.6%
	Lubbock	2,742.50	1.9%	675	2.1%	24.6%
	Lynn	12.75	0.0%	2	0.0%	15.7%
	Moore	49.25	0.0%	5	0.0%	10.2%
	Motley	11.50	0.0%	2	0.0%	17.4%
	Ochiltree	22.75	0.0%	3	0.0%	13.2%
	Oldham	18.25	0.0%	5	0.0%	27.4%
	Parmer	16.25	0.0%	4	0.0%	24.6%
	Potter	1,527.25	1.0%	590	1.9%	38.6%
	Randall	364.50	0.2%	54	0.2%	14.8%
	Sherman	13.50	0.0%	1	0.0%	7.4%
	Swisher	129.75	0.1%	34	0.1%	26.2%

Turnover by Region and County Fiscal Year 2021						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Terry	177.50	0.1%	37	0.1%	20.8%
	Wheeler	19.50	0.0%	3	0.0%	15.4%
	Yoakum	5.75	0.0%	1	0.0%	17.4%
High Plains Region Totals		6,959.50	4.7%	1,870	5.9%	26.9% ^b
Metroplex Region	Collin	530.25	0.4%	76	0.2%	14.3%
	Cooke	346.50	0.2%	117	0.4%	33.8%
	Dallas	4,607.50	3.1%	883	2.8%	19.2%
	Denton	1,966.50	1.3%	664	2.1%	33.8%
	Ellis	231.50	0.2%	28	0.1%	12.1%
	Erath	99.25	0.1%	9	0.0%	9.1%
	Fannin	508.00	0.3%	117	0.4%	23.0%
	Grayson	230.75	0.2%	39	0.1%	16.9%
	Hood	101.25	0.1%	22	0.1%	21.7%
	Hunt	173.50	0.1%	20	0.1%	11.5%
	Johnson	182.50	0.1%	17	0.1%	9.3%
	Kaufman	1,098.50	0.7%	271	0.9%	24.7%
	Navarro	121.25	0.1%	21	0.1%	17.3%
	Palo Pinto	153.75	0.1%	22	0.1%	14.3%
	Parker	141.00	0.1%	19	0.1%	13.5%
	Rockwall	51.75	0.0%	11	0.0%	21.3%
	Somervell	13.25	0.0%	3	0.0%	22.6%
	Tarrant	3,489.00	2.4%	638	2.0%	18.3%
	Wise	129.25	0.1%	11	0.0%	8.5%
Metroplex Region Totals		14,175.25	9.6%	2,988	9.4%	21.1% ^b
Northwest Region	Archer	17.00	0.0%	2	0.0%	11.8%
	Baylor	21.50	0.0%	3	0.0%	14.0%
	Brown	703.75	0.5%	197	0.6%	28.0%
	Callahan	18.50	0.0%	0	0.0%	0.0%
	Clay	21.25	0.0%	2	0.0%	9.4%
	Coleman	17.75	0.0%	0	0.0%	0.0%
	Comanche	18.00	0.0%	2	0.0%	11.1%
	Cottle	21.50	0.0%	8	0.0%	37.2%
	Eastland	76.25	0.1%	14	0.0%	18.4%
	Fisher	13.00	0.0%	0	0.0%	0.0%
	Foard	9.75	0.0%	1	0.0%	10.3%
	Hardeman	19.75	0.0%	1	0.0%	5.1%

Turnover by Region and County Fiscal Year 2021						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Haskell	34.00	0.0%	4	0.0%	11.8%
	Jack	18.75	0.0%	1	0.0%	5.3%
	Jones	956.00	0.6%	380	1.2%	39.7%
	Kent	10.50	0.0%	2	0.0%	19.0%
	Knox	16.00	0.0%	3	0.0%	18.8%
	Mitchell	230.50	0.2%	79	0.2%	34.3%
	Montague	50.00	0.0%	6	0.0%	12.0%
	Nolan	45.25	0.0%	9	0.0%	19.9%
	Runnels	22.50	0.0%	2	0.0%	8.9%
	Scurry	233.50	0.2%	90	0.3%	38.5%
	Shackelford	12.50	0.0%	4	0.0%	32.0%
	Stephens	176.75	0.1%	37	0.1%	20.9%
	Stonewall	12.50	0.0%	1	0.0%	8.0%
	Taylor	2,179.25	1.5%	615	1.9%	28.2%
	Throckmorton	10.00	0.0%	0	0.0%	0.0%
	Wichita	2,238.25	1.5%	578	1.8%	25.8%
	Wilbarger	1,078.50	0.7%	410	1.3%	38.0%
	Young	56.75	0.0%	4	0.0%	7.0%
Northwest Region Totals		8,339.50	5.7%	2,455	7.8%	29.4% ^b
South Texas Region	Aransas	92.75	0.1%	7	0.0%	7.5%
	Bee	1,263.75	0.9%	480	1.5%	38.0%
	Brooks	51.75	0.0%	3	0.0%	5.8%
	Cameron	1,665.75	1.1%	312	1.0%	18.7%
	Dimmit	41.00	0.0%	4	0.0%	9.8%
	Duval	149.00	0.1%	24	0.1%	16.1%
	Edwards	11.25	0.0%	1	0.0%	8.9%
	Hidalgo	3,344.00	2.3%	583	1.8%	17.4%
	Jim Hogg	28.25	0.0%	1	0.0%	3.5%
	Jim Wells	134.50	0.1%	18	0.1%	13.4%
	Kinney	19.50	0.0%	2	0.0%	10.3%
	Kleberg	88.25	0.1%	20	0.1%	22.7%
	La Salle	130.25	0.1%	34	0.1%	26.1%
	Live Oak	26.75	0.0%	4	0.0%	15.0%
	Maverick	164.75	0.1%	14	0.0%	8.5%
	McMullen	36.50	0.0%	10	0.0%	27.4%
	Nueces	2,268.00	1.5%	533	1.7%	23.5%

Turnover by Region and County Fiscal Year 2021						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Real	13.00	0.0%	5	0.0%	38.5%
	Refugio	22.75	0.0%	1	0.0%	4.4%
	San Patricio	170.50	0.1%	29	0.1%	17.0%
	Starr	295.75	0.2%	34	0.1%	11.5%
	Uvalde	134.00	0.1%	20	0.1%	14.9%
	Val Verde	173.00	0.1%	17	0.1%	9.8%
	Webb	840.75	0.6%	91	0.3%	10.8%
	Willacy	49.00	0.0%	5	0.0%	10.2%
	Zapata	21.50	0.0%	0	0.0%	0.0%
	Zavala	51.25	0.0%	9	0.0%	17.6%
South Texas Region Totals		11,287.50	7.7%	2,261	7.1%	20.0% ^b
Southeast Region	Angelina	1,528.50	1.0%	530	1.7%	34.7%
	Hardin	69.25	0.0%	20	0.1%	28.9%
	Houston	574.25	0.4%	155	0.5%	27.0%
	Jasper	275.50	0.2%	54	0.2%	19.6%
	Jefferson	2,118.50	1.4%	865	2.7%	40.8%
	Nacogdoches	221.25	0.2%	40	0.1%	18.1%
	Newton	17.75	0.0%	8	0.0%	45.1%
	Orange	126.75	0.1%	32	0.1%	25.2%
	Polk	766.00	0.5%	358	1.1%	46.7%
	Sabine	28.00	0.0%	4	0.0%	14.3%
	San Augustine	18.00	0.0%	2	0.0%	11.1%
	San Jacinto	38.25	0.0%	4	0.0%	10.5%
	Shelby	51.50	0.0%	2	0.0%	3.9%
	Trinity	34.50	0.0%	6	0.0%	17.4%
	Tyler	492.75	0.3%	202	0.6%	41.0%
Southeast Region Totals		6,360.75	4.3%	2,282	7.2%	35.9% ^b
Upper East Region	Anderson	2,685.50	1.8%	949	3.0%	35.3%
	Bowie	761.50	0.5%	342	1.1%	44.9%
	Camp	12.50	0.0%	0	0.0%	0.0%
	Cass	174.50	0.1%	20	0.1%	11.5%
	Cherokee	1,615.25	1.1%	549	1.7%	34.0%
	Delta	21.50	0.0%	2	0.0%	9.3%
	Franklin	20.50	0.0%	1	0.0%	4.9%
	Gregg	376.50	0.3%	42	0.1%	11.2%
	Harrison	164.00	0.1%	29	0.1%	17.7%

Turnover by Region and County Fiscal Year 2021						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Henderson	327.25	0.2%	41	0.1%	12.5%
	Hopkins	127.75	0.1%	19	0.1%	14.9%
	Lamar	283.00	0.2%	29	0.1%	10.2%
	Marion	23.50	0.0%	1	0.0%	4.3%
	Morris	50.25	0.0%	6	0.0%	11.9%
	Panola	44.00	0.0%	9	0.0%	20.5%
	Rains	18.75	0.0%	3	0.0%	16.0%
	Red River	32.00	0.0%	3	0.0%	9.4%
	Rusk	153.75	0.1%	35	0.1%	22.8%
	Smith	1,079.25	0.7%	115	0.4%	10.7%
	Titus	147.50	0.1%	24	0.1%	16.3%
	Upshur	62.75	0.0%	6	0.0%	9.6%
	Van Zandt	102.25	0.1%	17	0.1%	16.6%
	Wood	220.75	0.2%	41	0.1%	18.6%
Upper East Region Totals		8,504.50	5.8%	2,283	7.2%	26.8% ^b
Upper Rio Grande Region	Brewster	104.00	0.1%	14	0.0%	13.5%
	Culberson	32.50	0.0%	7	0.0%	21.5%
	El Paso	3,483.75	2.4%	642	2.0%	18.4%
	Hudspeth	34.00	0.0%	5	0.0%	14.7%
	Jeff Davis	52.75	0.0%	5	0.0%	9.5%
	Presidio	60.50	0.0%	15	0.0%	24.8%
Upper Rio Grande Region Totals		3,767.50	2.6%	688	2.2%	18.3% ^b
West Texas Region	Andrews	33.50	0.0%	5	0.0%	14.9%
	Borden	9.50	0.0%	1	0.0%	10.5%
	Coke	10.75	0.0%	3	0.0%	27.9%
	Concho	13.25	0.0%	0	0.0%	0.0%
	Crane	14.00	0.0%	3	0.0%	21.4%
	Crockett	26.50	0.0%	8	0.0%	30.2%
	Dawson	319.00	0.2%	162	0.5%	50.8%
	Ector	410.00	0.3%	50	0.2%	12.2%
	Gaines	26.25	0.0%	2	0.0%	7.6%
	Howard	639.25	0.4%	253	0.8%	39.6%
	Irion	1.00	0.0%	0	0.0%	0.0%
	Kimble	36.25	0.0%	5	0.0%	13.8%
	Martin	14.25	0.0%	1	0.0%	7.0%
	Mason	19.00	0.0%	1	0.0%	5.3%

Turnover by Region and County Fiscal Year 2021						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	McCulloch	35.00	0.0%	7	0.0%	20.0%
	Menard	11.00	0.0%	1	0.0%	9.1%
	Midland	464.50	0.3%	76	0.2%	16.4%
	Pecos	393.50	0.3%	179	0.6%	45.5%
	Reagan	15.00	0.0%	1	0.0%	6.7%
	Reeves	63.75	0.0%	11	0.0%	17.3%
	Schleicher	0.75	0.0%	0	0.0%	0.0%
	Sterling	15.00	0.0%	4	0.0%	26.7%
	Sutton	20.00	0.0%	2	0.0%	10.0%
	Terrell	8.50	0.0%	1	0.0%	11.8%
	Tom Green	1,320.75	0.9%	458	1.4%	34.7%
	Upton	11.50	0.0%	4	0.0%	34.8%
	Ward	42.25	0.0%	7	0.0%	16.6%
	Winkler	15.25	0.0%	4	0.0%	26.2%
West Texas Region Totals		3,989.25	2.7%	1,249	3.9%	31.3% ^b
Statewide Totals		147,144.50	100.0%	31,665	100.0%	21.5% ^c
^a Percentages of totals for regions may not sum exactly due to rounding. ^b Turnover rates for regions are not the sums of the turnover rates for the individual counties. ^c The statewide total turnover rate is not a sum of the percentages.						

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

Turnover by Job Classification Series for Selected Agencies

Table 20 lists all job classification series that had an average headcount of 20 or more and turnover rates that exceeded 17.0 percent in fiscal year 2021 for the following agencies: Department of Criminal Justice, Department of Family and Protective Services, Health and Human Services Commission, and the Juvenile Justice Department.

Table 20

Job Classification Series with an Average Headcount of 20 or More Employees and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies Fiscal Year 2021			
Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Department of Criminal Justice			
Correctional Officer	22,502.00	9,145	40.6%
Accounting Technician	28.00	11	39.3%
Purchaser	40.25	13	32.3%
Clerk	1,414.25	427	30.2%
Attorney	37.00	11	29.7%
Safety Officer	73.50	20	27.2%
Substance Abuse Counselor	81.25	22	27.1%
Health Specialist	31.00	8	25.8%
Training Assistant/Specialist	28.25	7	24.8%
Food Service Manager	760.75	183	24.1%
Case Manager	295.00	67	22.7%
Equipment Operator	101.00	22	21.8%
Maintenance Supervisor	671.50	140	20.8%
Counsel Substitute	87.25	18	20.6%
Network Specialist	34.25	7	20.4%
Parole Officer	2,026.25	410	20.2%
Assistant Warden/Warden	182.75	37	20.2%
Chaplain	102.00	20	19.6%
Program Supervisor	464.75	90	19.4%
Senior Correctional Officer	2,898.00	545	18.8%
Administrative Assistant	1,194.25	224	18.8%
Executive Assistant	32.25	6	18.6%
Inventory and Store Specialist	511.00	94	18.4%
Program Specialist	189.25	34	18.0%
Manager	127.50	23	18.0%
Human Resources Assistant/Specialist	271.75	48	17.7%
Document Services Technician	45.75	8	17.5%

**Job Classification Series with an Average Headcount of 20 or More Employees
and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies
Fiscal Year 2021**

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Agriculture Specialist	103.50	18	17.4%
Department of Family and Protective Services			
Budget Analyst	22.75	7	30.8%
Child Protective Services Specialist	6,800.25	2,075	30.5%
Administrative Assistant	976.50	286	29.3%
Adult Protective Services Specialist	575.75	146	25.4%
Human Services Technician	696.25	167	24.0%
Director	118.75	28	23.6%
Attorney	94.75	20	21.1%
Human Services Specialist	75.25	14	18.6%
Legal Assistant	38.25	7	18.3%
Systems Support Specialist	85.00	15	17.6%
Legal Secretary	35.00	6	17.1%
Health and Human Services Commission			
Direct Support Professional	5,635.00	3,068	54.4%
Food Service Worker	559.75	302	54.0%
Psychiatric Nursing Assistant	2,737.00	1,360	49.7%
Psychologist	52.50	21	40.0%
Laundry/Sewing Room Worker	88.25	32	36.3%
Vehicle Driver	194.75	70	35.9%
Custodian	630.25	215	34.1%
Human Services Technician	34.25	11	32.1%
Social Worker	193.50	58	30.0%
Security Officer	426.25	124	29.1%
Licensed Vocational Nurse	952.25	276	29.0%
Groundskeeper	64.25	18	28.0%
Pharmacy Technician	78.75	22	27.9%
Rehabilitation Therapy Technician	946.00	258	27.3%
Cook	220.00	60	27.3%
Receptionist	66.75	18	27.0%
Nurse	1,972.25	487	24.7%
Accounting Technician	48.75	12	24.6%
Human Resources Assistant/Specialist	40.75	10	24.5%
Health Specialist	181.50	44	24.2%
Case Manager	66.25	16	24.2%
Inventory and Store Specialist	126.75	30	23.7%
Health Assistant	107.25	24	22.4%

**Job Classification Series with an Average Headcount of 20 or More Employees
and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies
Fiscal Year 2021**

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Public Health and Prevention Specialist	32.00	7	21.9%
Clerk	1,547.00	335	21.7%
Dietetic and Nutrition Specialist	69.25	15	21.7%
Information Technology Security Analyst	23.75	5	21.1%
Texas Works Advisor	5,359.25	1,122	20.9%
Reimbursement Officer	57.75	12	20.8%
Auditor	108.00	22	20.4%
Maintenance Specialist	394.25	78	19.8%
Dentist	25.25	5	19.8%
Qualified Intellectual Disability Professional	279.75	52	18.6%
Maintenance Supervisor	86.00	16	18.6%
Claims Assistant and Claims Examiner	413.75	76	18.4%
Customer Service Representative	43.50	8	18.4%
Protective Services Intake Specialist	22.00	4	18.2%
Guardianship Specialist	83.75	15	17.9%
Project Manager	146.00	26	17.8%
Laboratory Technician	23.00	4	17.4%
Juvenile Justice Department			
Juvenile Correctional Officer	936.50	678	72.4%
Health Specialist	34.75	20	57.6%
Case Manager	101.00	50	49.5%
Cook	53.75	22	40.9%
Dorm Supervisor	39.50	16	40.5%
Maintenance Specialist	35.75	12	33.6%
Security Officer	49.50	16	32.3%
Administrative Assistant	45.50	14	30.8%
Clerk	52.50	11	21.0%
Substance Abuse Counselor	21.75	4	18.4%

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

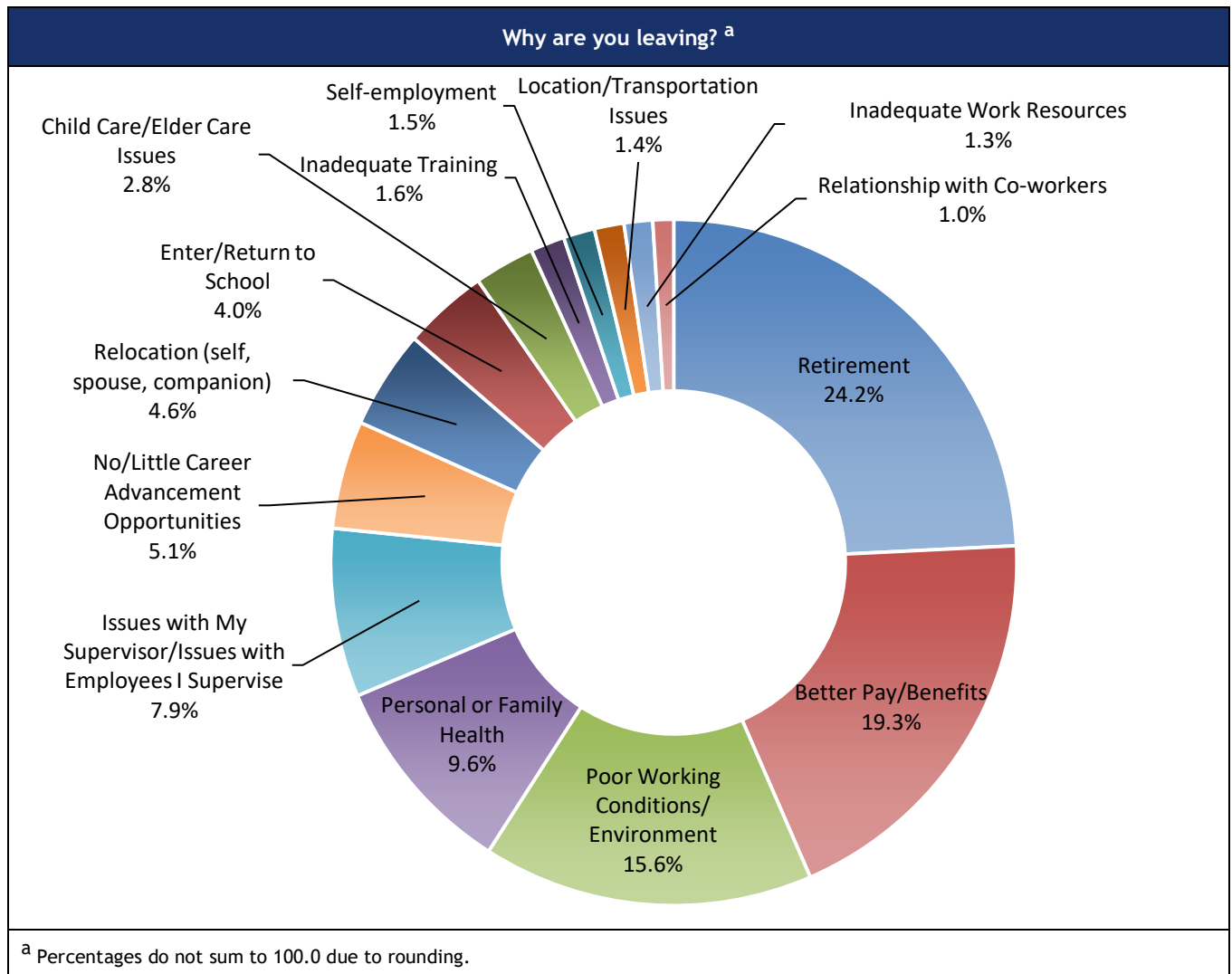
Fiscal Year 2021 Overall Exit Survey Results

Figures 8 through 13 show the aggregate results from 3,790 State of Texas Employee Exit Surveys completed by those employees (not including higher education institution employees) who voluntarily left employment between September 1, 2020, and August 31, 2021.

Figure 8 shows the reasons those employees reported for leaving state employment. The top three reasons selected in the exit surveys were:

- Retirement (24.2 percent).
- Better pay/benefits (19.3 percent).
- Poor working conditions/environment (15.6 percent).

Figure 8

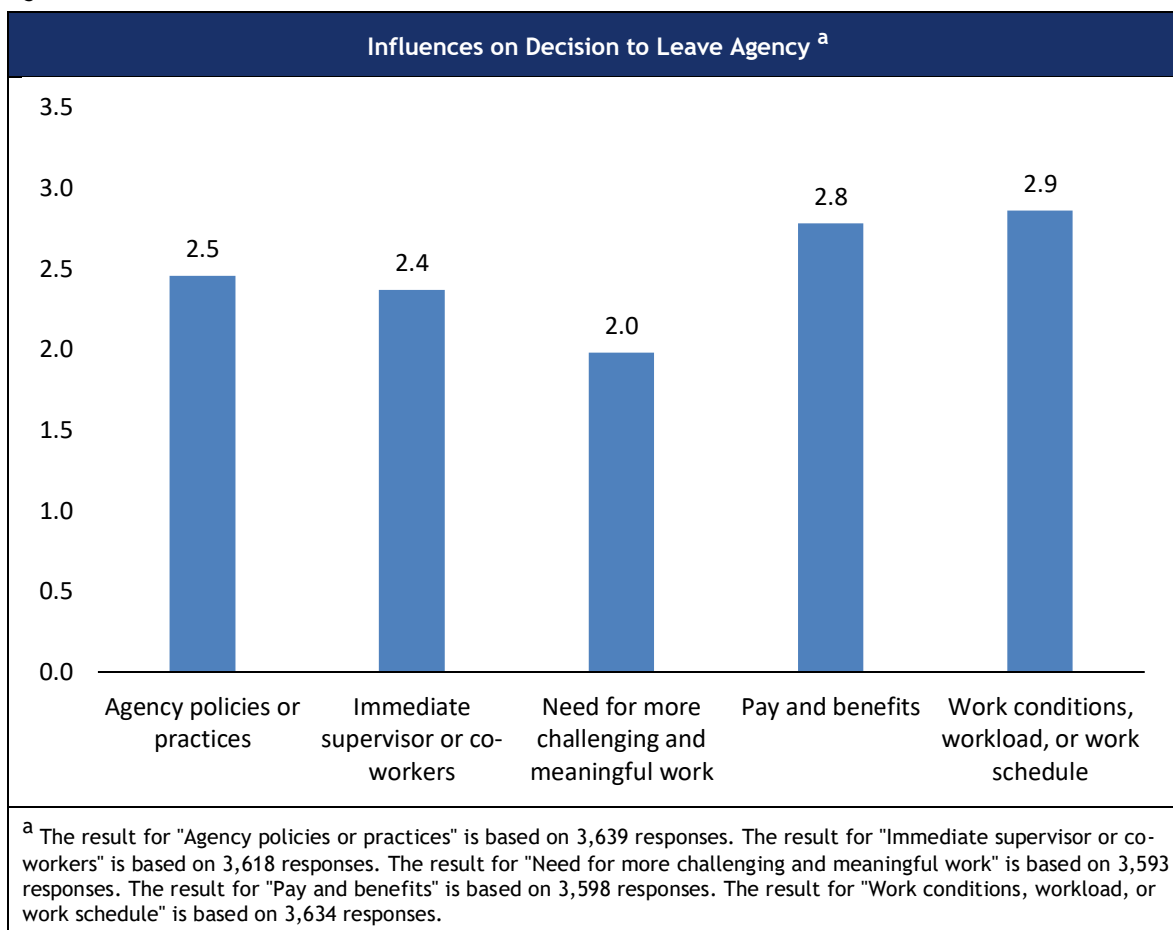


Source: State Auditor's Office - State of Texas Employment Exit Survey.

In addition to the specific reason they left an agency (see Figure 8 on the previous page), employees were asked about the extent to which certain factors influenced their decision to leave employment. If applicable, the employees rated those factors on a 5-point scale: 1 – very little extent; 2 – little extent; 3 – some extent; 4 – great extent; and 5 – very great extent.

Figure 9 shows the averages of the specific factors that may have influenced an employee's decision to leave employment with their agency. The work conditions, workload, or work schedule factor had the highest average rating, at 2.9.

Figure 9

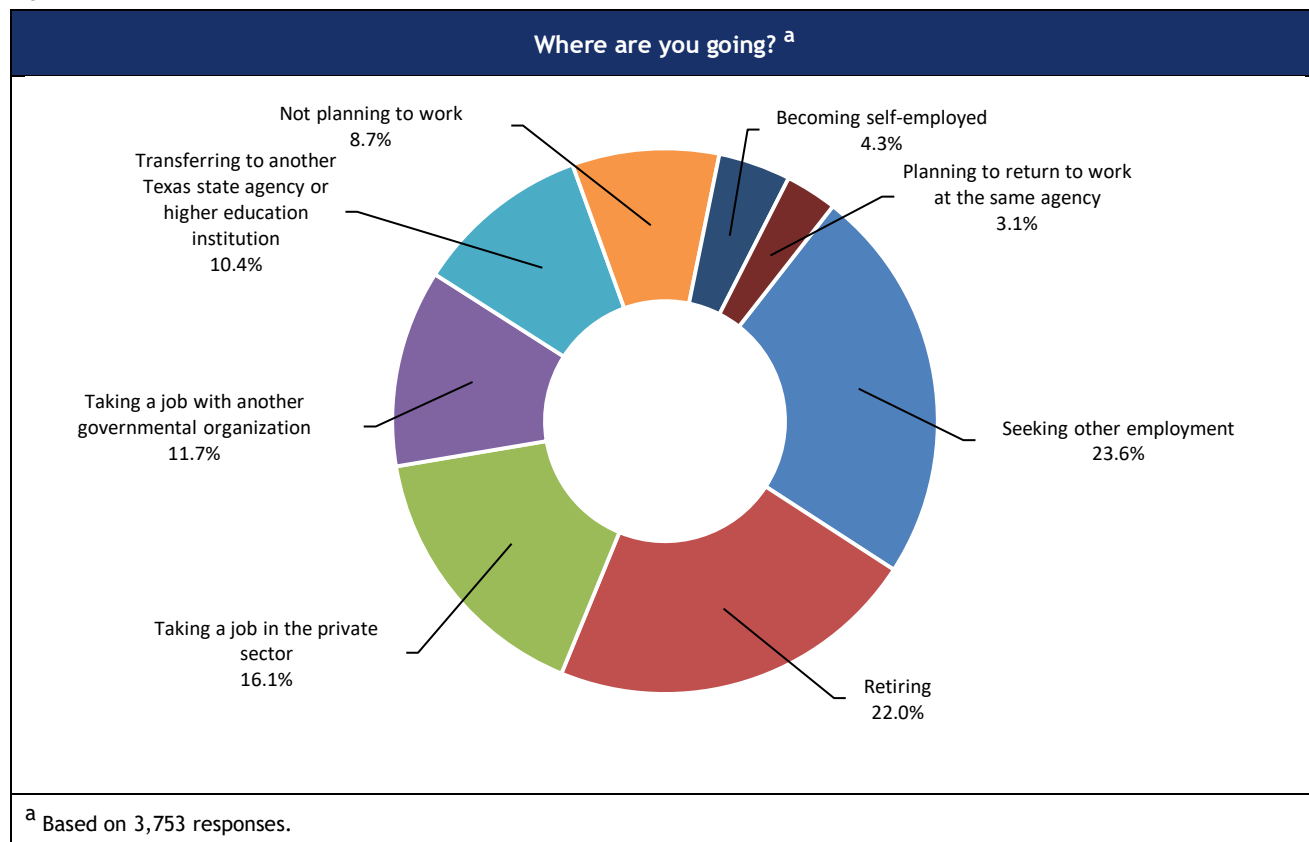


Source: State Auditor's Office - State of Texas Employment Exit Survey.

Figure 10 shows where separating employees reported they were going. The top three reasons selected in the exit surveys were:

- Seeking other employment (23.6 percent).
- Retiring (22.0 percent).
- Taking a job in the private sector (16.1 percent).

Figure 10



Source: State Auditor's Office - State of Texas Employment Exit Survey.

Figure 11 shows differences between new and current annual salaries reported by separating employees. A total of 35.6 percent of the employees who completed the exit survey reported increases of \$10,001 or more from their current annual salaries.

Figure 11

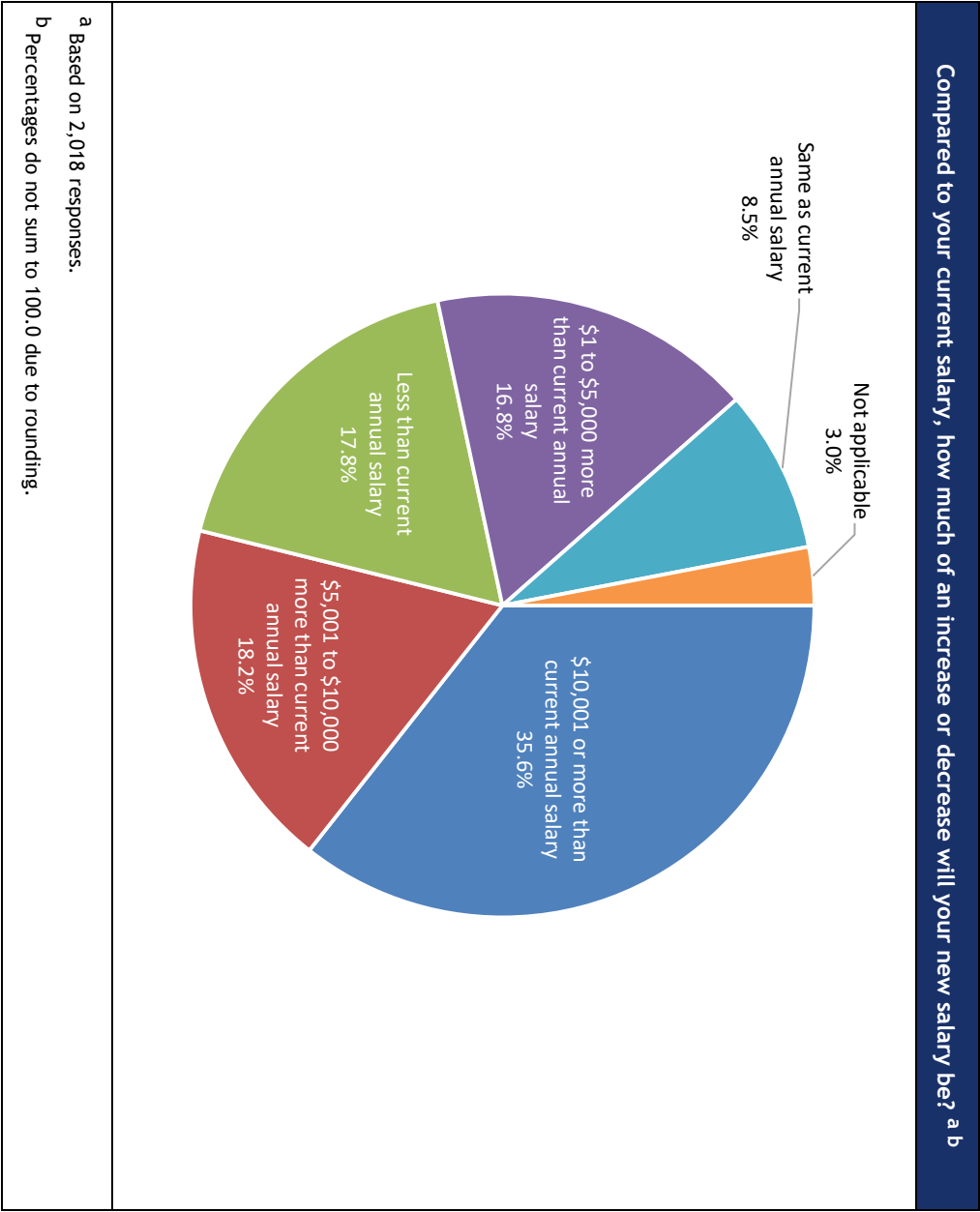
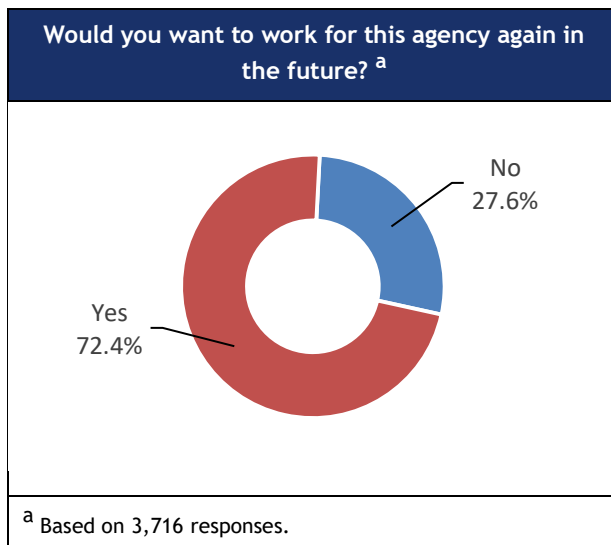


Figure 12 shows whether a separating employee would work for their agency in the future. A total of 72.4 percent of the employees who completed the exit survey would work for the same agency again.

Figure 13 shows what separating employees would like to change in their agencies. The top three reasons selected in the exit surveys were (1) compensation/benefits, (2) management/employee relations, and (3) leadership.

Figure 12



Source: State Auditor's Office - State of Texas Employment Exit Survey.

Figure 13



Source: State Auditor's Office - State of Texas Employment Exit Survey.

Summary of Exit Survey Reasons for Leaving Employment at State Agencies with 1,000 or More Employees

Table 21 summarizes the reasons that employees at state agencies with 1,000 or more employees reported in exit surveys for voluntarily leaving employment in fiscal year 2021.

Table 21

Exit Survey Reasons for Leaving Employment at State Agencies with 1,000 or More Employees During Fiscal Year 2021															
Agency	No or little career advancement opportunities	Childcare/eldercare issues	Poor working conditions/environment	Relationships with coworkers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/return to school	Self-employment	Inadequate training	Totals
302 - Office of the Attorney General	8	1	17	0	7	0	6	17	7	1	25	0	0	1	90
304 - Office of the Comptroller of Public Accounts	6	3	15	0	7	2	8	20	0	1	53	3	1	1	120
320 - Texas Workforce Commission	3	2	5	0	4	2	5	22	4	1	29	2	1	1	81
405 - Department of Public Safety	3	6	13	0	7	1	5	21	7	0	38	2	2	2	107
454 - Department of Insurance	4	3	1	0	2	3	1	9	1	1	22	0	0	1	48
529 - Health and Human Services Commission	43	36	177	14	138	16	100	174	30	20	208	30	11	20	1,017
530 - Department of Family and Protective Services	16	12	155	3	43	1	68	40	20	7	57	17	2	18	459
537 - Department of State Health Services	7	1	7	1	2	1	6	17	1	1	19	1	0	1	65
582 - Commission on Environmental Quality	9	3	17	1	6	0	4	45	14	3	44	10	2	0	158
601 - Department of Transportation	18	4	16	2	15	5	14	72	18	1	110	27	7	4	313
644 - Juvenile Justice Department	2	3	26	0	6	0	4	5	0	2	6	3	0	3	60

**Exit Survey Reasons for Leaving Employment at State Agencies with 1,000 or More Employees
During Fiscal Year 2021**

Agency	No or little career advancement opportunities	Childcare/eldercare issues	Poor working conditions/ environment	Relationships with coworkers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/return to school	Self-employment	Inadequate training	Totals
696 - Department of Criminal Justice	9	13	80	5	83	14	39	70	15	3	102	12	10	3	458
701 - Texas Education Agency	6	0	4	0	0	1	3	21	2	0	12	3	2	0	54
802 - Parks and Wildlife Department	3	1	3	3	3	0	4	10	3	2	25	1	1	0	59
Totals	137	88	536	29	323	46	267	543	122	43	750	111	39	55	3,089

Source: State Auditor's Office - State of Texas Employment Exit Survey.

Interagency Transfers for Fiscal Years 2017 through 2021

Table 22 lists the number of interagency transfers and the percentage of total statewide separations that those transfers represented for fiscal years 2017 through 2021.

Table 22

History of Interagency Transfers within the State		
Fiscal Year	Number of Interagency Transfers	Percentage of Total Statewide Separations
2017 ^a	22,766	44.7%
2018	2,190	7.1%
2019	2,459	7.4%
2020	1,860	6.3%
2021	1,505	4.5%
^a House Bill 5 (85th Legislature, Regular Session) established the Department of Family and Protective Services as an agency independent of the Health and Human Services Commission effective September 1, 2017. To comply with previous legislation, on September 1, 2017, the Health and Human Services Commission assumed responsibility for the child care licensing function previously managed by the Department of Family and Protective Services. The Department of Aging and Disability Services, Department of State Health Services, and the Department of Family and Protective Services accounted for 20,763 (91.2 percent) of the interagency transfers in fiscal year 2017. State hospitals and some selected programs and regulatory services were transferred from the Department of State Health Services to the Health and Human Services Commission in September 2017. (See <i>An Annual Report on Classified Employee Turnover for Fiscal Year 2017</i> , State Auditor's Office Report No. 18-703, December 2017).		

Sources: The State Auditor's Office's Electronic Classification Analysis System and *An Annual Report on Classified Employee Turnover for Fiscal Year 2020* (State Auditor's Office Report No. 21-703, December 2020).

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