

To: Harris County Precinct Three Commissioner Tom Ramsey
From: Katie Short, Director; Amber Weed, Chief of Staff and Policy
Director; Will Janowski, Senior Analyst
CC: Lynn Blue, Conrad Joe, and August Williams with Precinct Three;
Mike Post and Tim Chase with the Harris County Auditor's Office;
Daniel Ramos, Hank Griffith, Sheronda Drew, and Ronny Velez with
the Office of Management and Budget
Date: August 2, 2022
Re: **Harris County Attrition and Retention Rates**

EXECUTIVE SUMMARY

During the May 10, 2022 Harris County Commissioners Court meeting, the Precinct Three Commissioner requested that the Commissioners Court's Analyst's Office (the "Analyst's Office") examine attrition in Harris County departments. Specifically:

Report attrition and retention rates for all positions (including General Fund-funded and grant-funded positions) by fiscal year (FY) for the period FY2014 through FY2022 (March 1, 2013 - February 28, 2022) for the following Harris County departments/entities: Flood Control, Toll Road, Universal Services, Engineering, Public Health, Pollution Control, Elections Administrator (EA), County Clerk (for continuity for the positions transferred to EA), Tax Assessor-Collector (for continuity for the positions transferred to EA), and Office of Management and Budget (OMB).

Report a breakdown for each department of attrition by tenure with Harris County (employees with 10 - 19 years with the County, employees with 20 - 29 years with the County, and employees with 30 years and over with the County).

Report the number of positions that were transferred to the Office of County Administration (OCA) from OMB.

Employee attrition rate, or an employee turnover rate, is represented by the **percentage of employees who leave a department or entity during a specified time period, typically one year. The employee retention rate** is represented by the **percentage of employees who remain with an entity over a specified time period, typically one year.**

Key findings from the analysis include:

- The attrition rate by department for FY2022: **Flood Control, 10.2%; Toll Road, 18.5%; Universal Services, 16.4%; Engineering, 15.4%; Public Health, 30.4%; Pollution Control, 17.0%; Elections Administrator, 13.9%; County Clerk, 16.3%; Tax Assessor-Collector, 14.8%; and Office of Management and Budget (OMB), 89.5%.** The elevated attrition rate for OMB in FY2022 is, in part, due to the position transfers out of OMB

to the Office of County Administration (OCA, 7) and Human Resources and Risk Management (HRRM, 68) as a part of restructuring within the County. Taking the OCA and HRRM transfers into consideration, the adjusted attrition rate in FY2022 for OMB is 20.7%.

- The Analyst's Office analyzed two transfers of employees between County departments: **the County Clerk's Office (86 positions) and the Tax Assessor-Collector's Office (30 positions) to the Elections Administrator in FY2021, and the Office of Management and Budget (seven positions) to the Office of County Administration in FY2022.**

Finally, **Table 1** displays separations for all departments analyzed by fiscal year for select tenure cohorts.

Table 1 Total Harris County Separations by Employee Tenure by Fiscal Year for Select County Departments/Entities ⁱ									
Employee Tenure	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
10 - 19 Years	53	70	62	62	75	71	93	94	79
20 - 29 Years	19	30	23	38	42	31	39	48	60
30 Years and Over	7	13	16	13	13	18	19	22	16

Source: Office of Budget and Management- Integrated Finance and Accounting Solutions (IFAS) and PeopleSoft Data
 Analysis: Analyst's Office

The Analyst's Office acknowledges the Harris County Office of Management and Budget, the Harris County Auditor's Office, and the Harris County Human Resources and Risk Management for their contributions to this memo.

ⁱ Harris County departments/entities included are: Harris County Flood Control, Harris County Toll Road, Universal Services, Engineering, Public Health, Pollution Control, Elections Administrator, County Clerk, Tax Assessor-Collector, and Office of Management and Budget.

INTRODUCTION

During the May 10, 2022, Harris County Commissioners Court meeting, the Precinct Three Commissioner requested that the Commissioners Court’s Analyst’s Office (the “Analyst’s Office”) examine attrition in Harris County departments. Specifically:

Report attrition and retention rates for all positions (including General Fund-funded and grant-funded positions) by fiscal year (FY) for the period FY2014 through FY2022 (March 1, 2013 – February 28, 2022) for the following Harris County departments/entities: Flood Control, Toll Road, Universal Services, Engineering, Public Health, Pollution Control, Elections Administrator (EA), County Clerk (for continuity for the positions transferred to EA), Tax Assessor-Collector (for continuity for the positions transferred to EA), and Office of Management and Budget (OMB).

Report a breakdown for each department of attrition by tenure with Harris County (employees with 10 – 19 years with the County, employees with 20 – 29 years with the County, and employees with 30 years and over with the County).

Report the number of positions that were transferred to the Office of County Administration (OCA) from OMB.

According to the 2021 Harris County Annual Comprehensive Financial Report (CAFR), Harris County reported 17,813 Full-Time Equivalent employees (FTEs) in FY2021, which is a decrease of 73 FTEs from the 17,886 FTEs reported by Harris County in FY2020.¹ ⁱⁱ For context, **Table 2** shows the number of FTEs in Harris County from FY2014 – FY2021.

Table 2		Total Full-Time Equivalent Employees (FTEs) with Harris County by Fiscal Year, FY2014 – FY2021						
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total FTEs	15,544	16,052	16,453	16,781	17,362	17,296	17,886	17,813
Source: Harris County Auditor’s Office, Harris County Human Resources and Payroll System Analysis: Analyst’s Office Note: Data is unaudited. Includes number of County employees at the end of each fiscal year.								

ⁱⁱ Full-Time Equivalent measures the total number of full-time employees you have based on hours worked rather than the exact number of employees.

METHODOLOGY

As of the publication of this memo, Harris County does not have a standard practice for calculating attrition or retention for County departments and entities. A combination of resources, including from the State of Texas Auditor's Office and the City of Austin, in addition to consultations with the Harris County Auditor's Office and Office of Management and Budget, aided with defining attrition and retention formulas.ⁱⁱⁱ

Attrition and Retention Data Sources

The data for this analysis were provided by the Harris County Office of Budget and Management (OMB) for the period FY2014 through FY2022 (March 1, 2013 – February 28, 2022) from both the Integrated Finance and Accounting Solutions (IFAS) system and PeopleSoft.

- **Integrated Finance and Accounting Solutions (IFAS):** Harris County's legacy system that was used to manage the County's finances and operations, including human resources functions.² "Purchased from Sungard Bi-Tech systems, IFAS was in use by Harris County from 1999 through February 2020. It was replaced in Harris County by PeopleSoft."³
- **PeopleSoft:** Harris County's current system used to manage the County's finances and operations, including human resources functions.⁴ "Branded by Harris County as the Shared Technology & Reporting System (STARS) and built on Oracle's PeopleSoft platform, the system went live on March 1, 2020."⁵

This analysis includes only regular (or full-time) and part-time County employees, as designated in the IFAS and PeopleSoft datasets—this analysis excludes, for example, temporary employees.

Employee Identification, or Employee ID, is a unique identifying number that codes an employee in Harris County. The Employee ID is also the data element key to determining the total number of employees as well as the number of employee separations, in which an employee leaves a County department or entity for any reason, including but not limited to voluntary or involuntary separation, retirement, transfers to another department, or the elimination of their position (e.g. if grant funding ends).

Employee attrition rate, or an employee turnover rate, is represented by the percentage of employees who leave a department or entity during a specified time period, typically one year.⁶ **Figure 1** shows the attrition rate formula used for this memo.^{7 8}

ⁱⁱⁱ The Harris County Office of Management and Budget and the Harris County Auditor's Office determined that calculations used to compute attrition and retention rates in this memo are standard calculations.

Figure 1

Process for Calculating Attrition Rate

1. Number of Employee Separations = The count of separations per month within a given department for the fiscal year
2. Average Number of Employees = The number of employees per month within a given department \div 12 months in the fiscal year
3. Attrition Rate = (Number of Employee Separations \div Average Number of Employees) \times 100

The number of employee separations, used as the numerator in the Attrition Rate formula, is the number of employees who leave a department for any reason.

The average employees for an entity for a fiscal year, or the denominator in the attrition rate formula, is established through averaging the number of employees employed by month during that fiscal year. This method adjusts for the fluctuations in the employee count during the course of a fiscal year.⁹ A given entity may have a different number of total employees at the start of a reporting period than at the end as separations take place at different points in time within the reporting period.^{iv}

Retention rate is represented by the percentage of employees who remain with an entity over a specified time period, typically one year.¹⁰ **Figure 2** shows the retention rate formula for this memo.

Figure 2

Process for Calculating Retention Rate

1. Number of Original Employees = The total number of employees within a given department at the start of the fiscal year (March of each fiscal year)
2. Number of Original Employees Remaining = Number of original employees minus the number of original separated during the fiscal year
3. Retention Rate = Number of Original Employees Remaining \div Number of Original Employees

^{iv} Attrition varies across departments based on the average number of employees. Departments with higher attrition rates may have a small number of employees, with separations greatly influencing the average of small departments.

Tenure is the number of years an employee has worked in Harris County, calculated when an employee has separated from the department. There are four tenure cohorts for this analysis: Employees with fewer than 10 years tenure with Harris County; employees with 10 - 19 years; employees with 20 - 29 years; and employees with 30 years and over. **Figure 3** shows the tenure formula for this memo.

Figure 3

Process for Calculating Tenure

1. Hire Date = Date of hire for an employee
2. Report Date = Date of each monthly report OMB pulled employee data from the IFAS or PeopleSoft Systems
3. Tenure = The number of years between the Hire Date and the Report Date at the time of separation

HARRIS COUNTY FLOOD CONTROL DISTRICT

Figure 4 and Table 3 reflect annual attrition and retention rates and the number of separations by employee tenure by fiscal year for the Harris County Flood Control District.^v

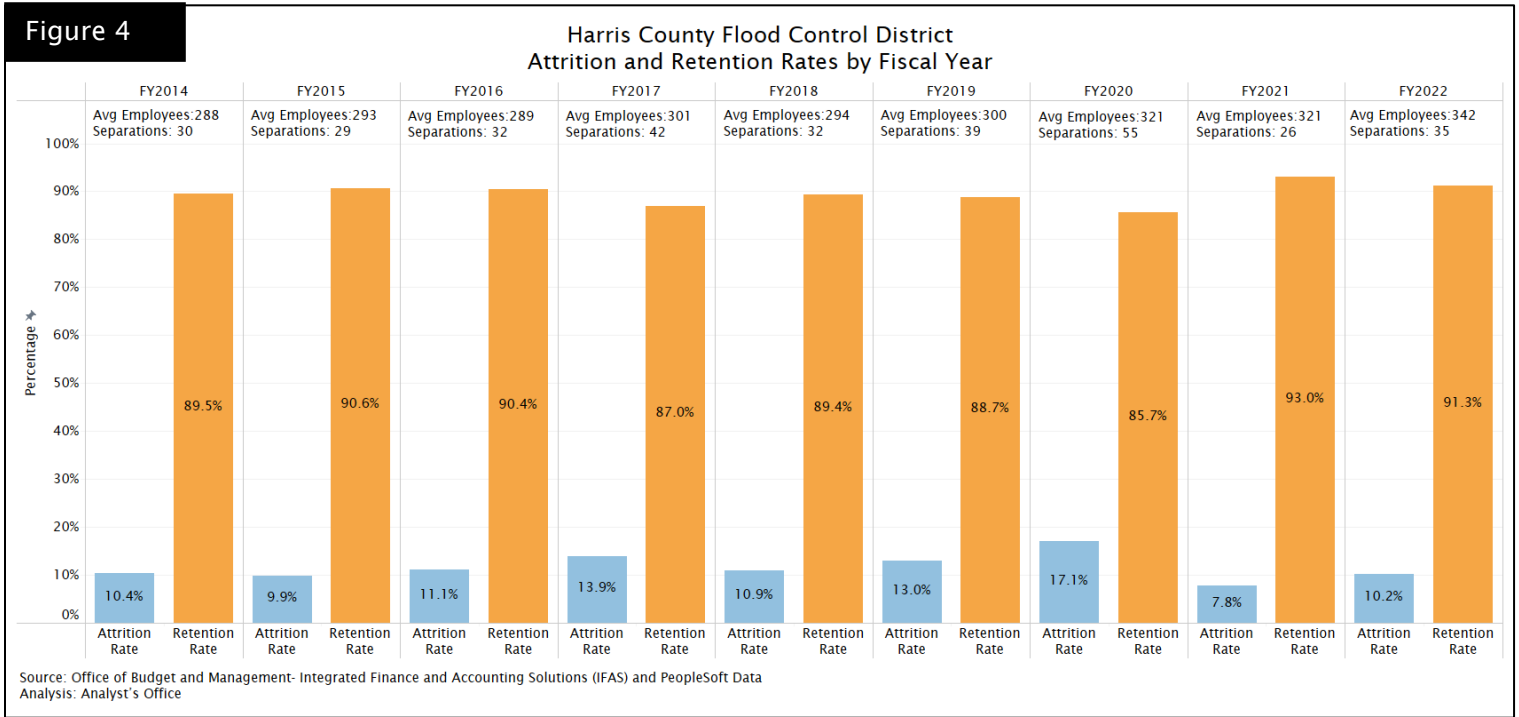


Table 3

**Harris County Flood Control District
Separations by Employee Tenure by Fiscal Year**

Employee Tenure	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Under 10 Years	18 (60%)	20 (69%)	21 (66%)	28 (67%)	24 (75%)	25 (64%)	38 (69%)	18 (69%)	29 (83%)
10-19 Years	6 (20%)	6 (21%)	6 (19%)	8 (19%)	6 (19%)	8 (21%)	12 (22%)	3 (12%)	3 (9%)
20-29 Years	4 (13%)	1 (3%)	2 (6%)	3 (7%)	2 (6%)	2 (5%)	5 (9%)	2 (8%)	3 (9%)
30 Years and Over	2 (7%)	2 (7%)	3 (9%)	3 (7%)	-	4 (10%)	-	3 (12%)	-
Total Separations	30 (100%)	29 (100%)	32 (100%)	42 (100%)	32 (100%)	39 (100%)	55 (100%)	26 (100%)	35 (100%)

^v Reference Appendix A for aggregate data by Harris County department/entity.

HARRIS COUNTY TOLL ROAD AUTHORITY

Figure 5 and Table 4 reflect annual attrition and retention rates and the number of separations by employee tenure by fiscal year for the Harris County Toll Road Authority.^{vi vii}

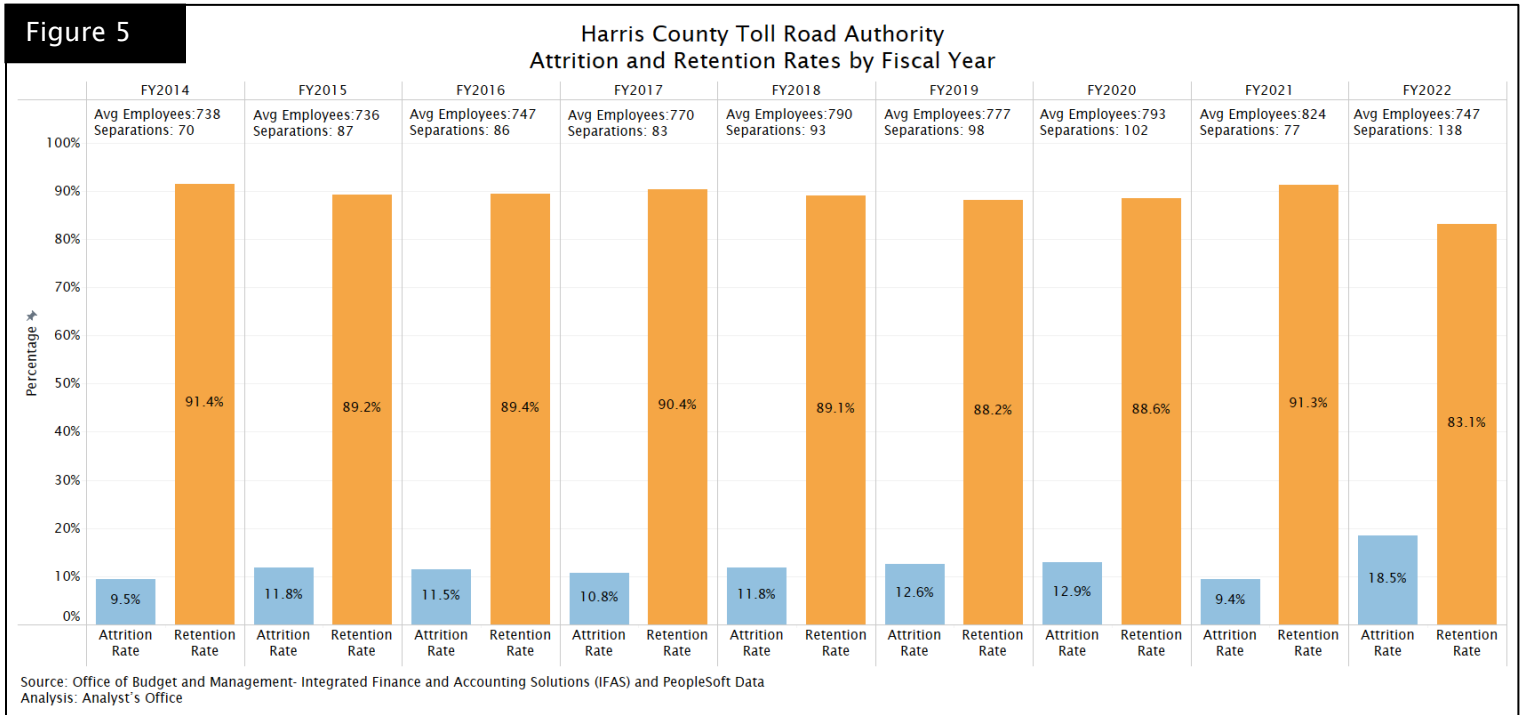


Table 4

**Harris County Toll Road Authority
Separations by Employee Tenure by Fiscal Year**

Employee Tenure	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Under 10 Years	56 (80%)	56 (64%)	65 (76%)	56 (67%)	65 (70%)	72 (73%)	63 (62%)	41 (53%)	98 (71%)
10-19 Years	8 (11%)	25 (29%)	19 (22%)	22 (27%)	17 (18%)	16 (16%)	29 (28%)	22 (29%)	19 (14%)
20-29 Years	5 (7%)	5 (6%)	2 (2%)	5 (6%)	11 (12%)	8 (8%)	9 (9%)	12 (16%)	19 (14%)
30 Years and Over	1 (1%)	1 (1%)	-	-	-	2 (2%)	1 (1%)	2 (3%)	2 (1%)
Total Separations	70 (100%)	87 (100%)	86 (100%)	83 (100%)	93 (100%)	98 (100%)	102 (100%)	77 (100%)	138 (100%)

^{vi} Reference Appendix A for aggregate data by Harris County department/entity.

^{vii} Model Positions, including incident response technicians and supervisors, were not utilized in calculating separations. The Harris County Toll Road Authority noted that model positions are recorded as a secondary pay rate within IFAS for regular FTEs and would be a duplication of employees.

HARRIS COUNTY UNIVERSAL SERVICES

Figure 6 and Table 5 reflect annual attrition and retention rates and the number of separations by employee tenure by fiscal year for Harris County Universal Services.^{viii}

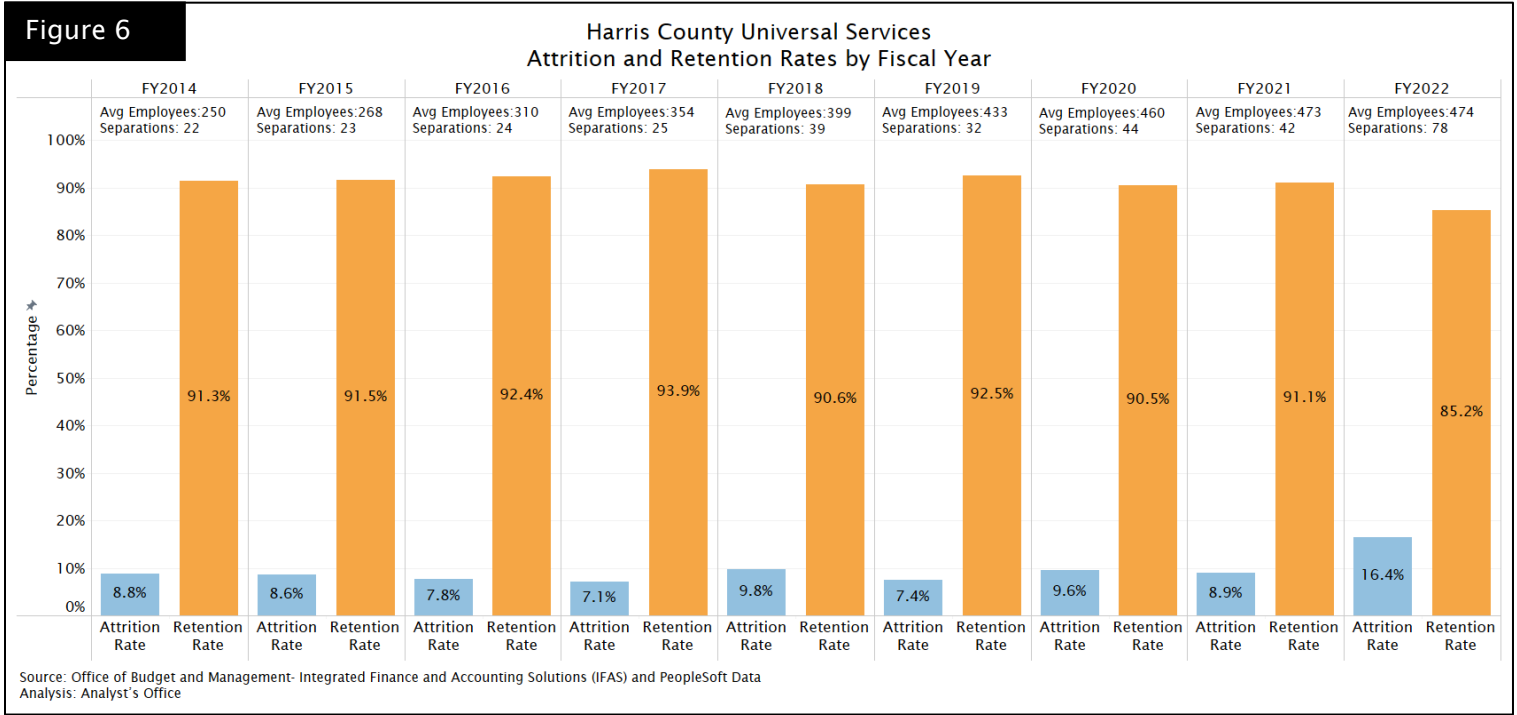


Table 5

**Harris County Universal Services
Separations by Employee Tenure by Fiscal Year**

Employee Tenure	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Under 10 Years	15 (68%)	10 (43%)	9 (38%)	14 (56%)	21 (54%)	17 (53%)	23 (52%)	19 (45%)	62 (79%)
10-19 Years	3 (14%)	3 (13%)	9 (38%)	3 (12%)	8 (21%)	8 (25%)	11 (25%)	12 (29%)	9 (12%)
20-29 Years	3 (14%)	6 (26%)	3 (13%)	4 (16%)	6 (15%)	5 (16%)	4 (9%)	6 (14%)	5 (6%)
30 Years and Over	1 (5%)	4 (17%)	3 (13%)	4 (16%)	4 (10%)	2 (6%)	6 (14%)	5 (12%)	2 (3%)
Total Separations	22 (100%)	23 (100%)	24 (100%)	25 (100%)	39 (100%)	32 (100%)	44 (100%)	42 (100%)	78 (100%)

^{viii} Reference Appendix A for aggregate data by Harris County department/entity.

HARRIS COUNTY ENGINEERING DEPARTMENT

Figure 7 and Table 6 reflect annual attrition and retention rates and the number of separations by employee tenure by fiscal year for Harris County Engineering Department.^{ix x}

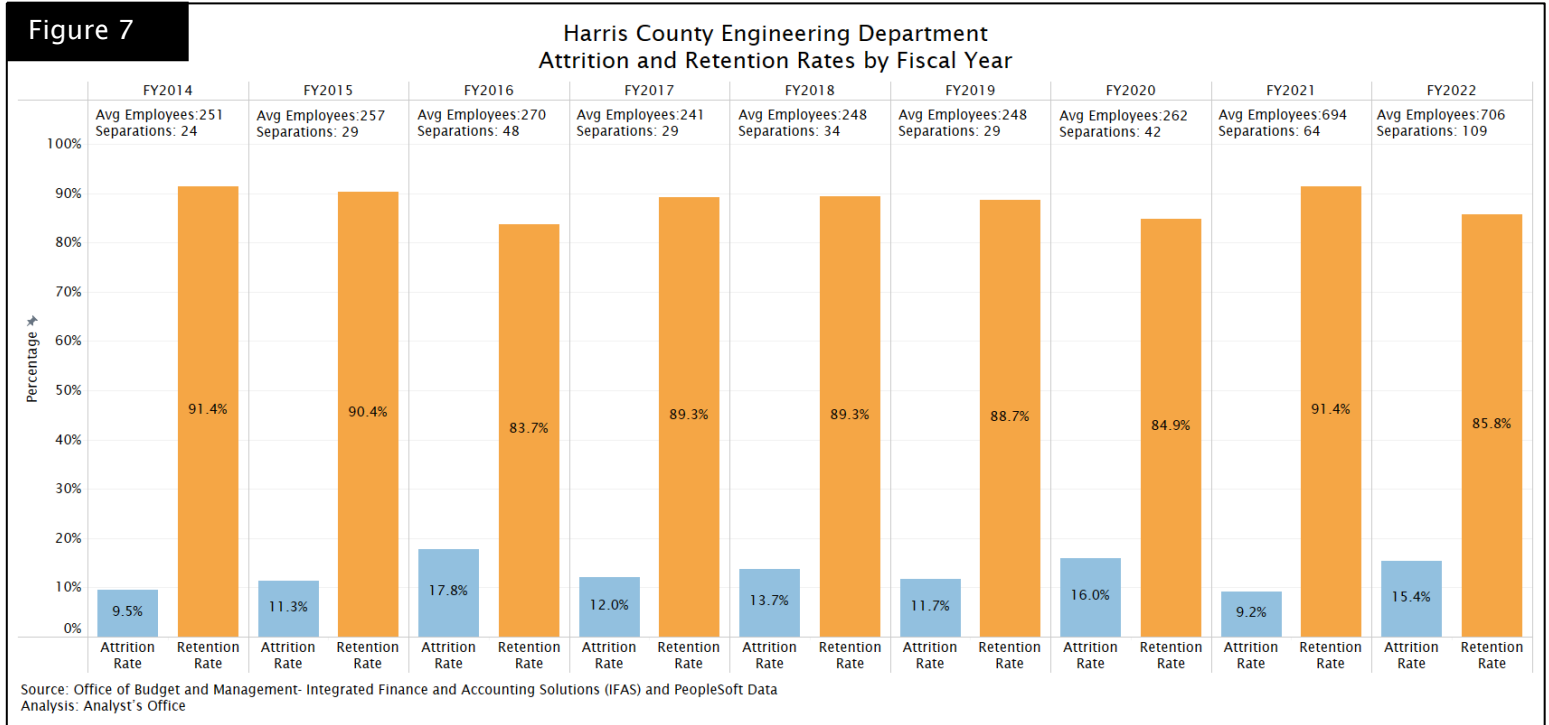


Table 6

**Harris County Engineering Department
Separations by Employee Tenure by Fiscal Year**

Employee Tenure	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Under 10 Years	16 (67%)	20 (69%)	33 (69%)	18 (62%)	19 (56%)	19 (66%)	25 (60%)	44 (69%)	89 (82%)
10-19 Years	6 (25%)	4 (14%)	7 (15%)	6 (21%)	9 (26%)	7 (24%)	13 (31%)	12 (19%)	9 (8%)
20-29 Years	1 (4%)	3 (10%)	3 (6%)	3 (10%)	3 (9%)	2 (7%)	1 (2%)	5 (8%)	5 (5%)
30 Years and Over	1 (4%)	2 (7%)	5 (10%)	2 (7%)	3 (9%)	1 (3%)	3 (7%)	3 (5%)	6 (6%)
Total Separations	24 (100%)	29 (100%)	48 (100%)	29 (100%)	34 (100%)	29 (100%)	42 (100%)	64 (100%)	109 (100%)

^{ix} Reference Appendix A for aggregate data by Harris County department/entity.

^x County Engineering noted that the increase in Average Employees (or total number of employees) in FY2021 was a result of County Engineering absorbing six County departments, including: Public Infrastructure Coordinator, Right of Way, Construction Programs Division, Facilities & Property Maintenance - Repairs & Replacement (No Positions), Utilities & Leases (No Positions), and Facilities & Property Management.

HARRIS COUNTY PUBLIC HEALTH DEPARTMENT

Figure 8 and Table 7 reflect annual attrition and retention rates and the number of separations by employee tenure by fiscal year for the Harris County Public Health Department.^{xi xii}

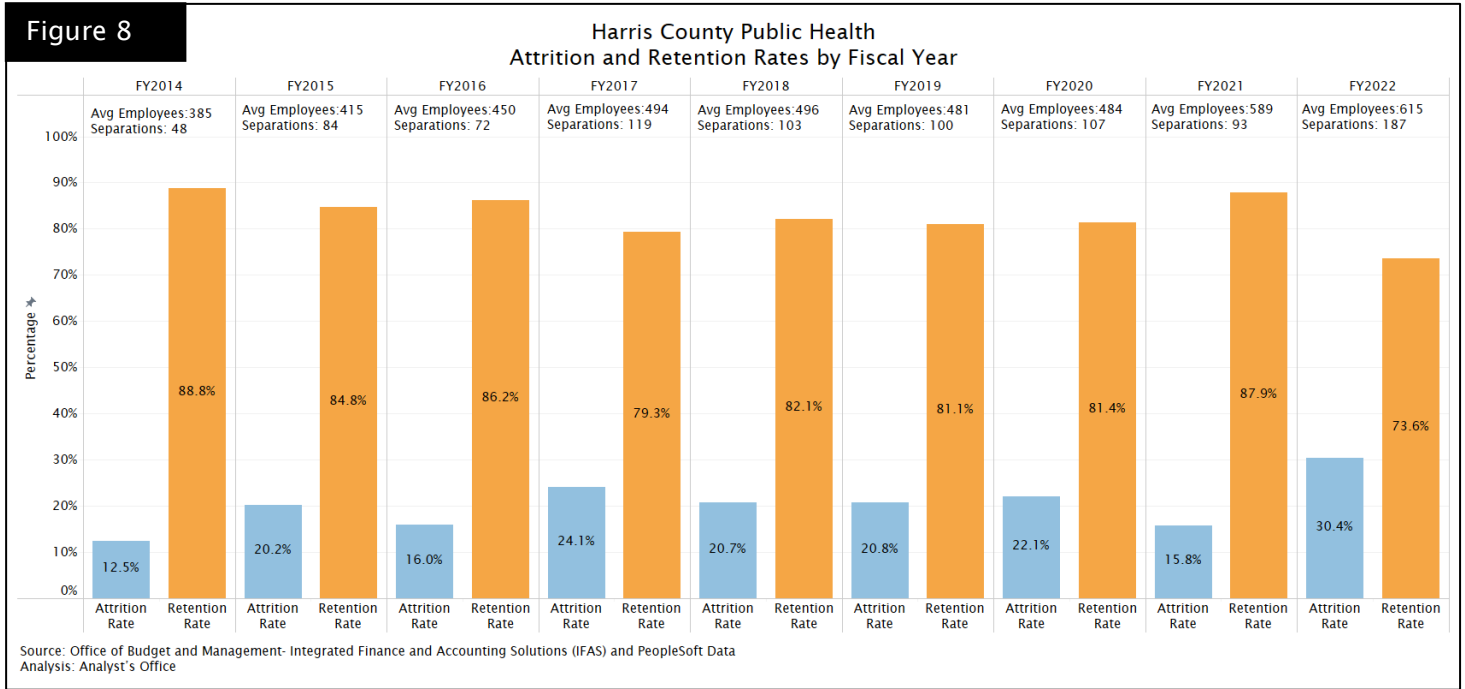


Table 7

**Harris County Public Health
Separations by Employee Tenure by Fiscal Year**

Employee Tenure	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Under 10 Years	37 (77%)	64 (76%)	55 (76%)	92 (77%)	86 (83%)	86 (86%)	89 (83%)	85 (91%)	172 (92%)
10-19 Years	9 (19%)	13 (15%)	10 (14%)	18 (15%)	13 (13%)	7 (7%)	15 (14%)	4 (4%)	8 (4%)
20-29 Years	1 (2%)	6 (7%)	5 (7%)	7 (6%)	3 (3%)	4 (4%)	3 (3%)	2 (2%)	6 (3%)
30 Years and Over	1 (2%)	1 (1%)	2 (3%)	2 (2%)	1 (1%)	3 (3%)	-	2 (2%)	1 (1%)
Total Separations	48 (100%)	84 (100%)	72 (100%)	119 (100%)	103 (100%)	100% (100%)	107 (100%)	93 (100%)	187 (100%)

^{xi} Reference Appendix A for aggregate data by Harris County department/entity.

^{xii} Harris County Public Health (HCPH) receives grants, which may fund employee salaries for the stipulated grant periods. When grants are extended or amended, there may be a period during which an employee continues working for Harris County, but their salary costs are covered by alternate funding sources. When the amendment or extension for the grant is awarded, the grant funding is again utilized for the specified employee salary costs. This disruption in funding may present as a potential employee separation in IFAS data. The Analyst's Office and HCPH reviewed identified employees to confirm that the "separations" appearing in the data were instead a matter of accounting and were not calculated for HCPH. This methodology was utilized for Harris County Public Health separation counts only.

HARRIS COUNTY POLLUTION CONTROL SERVICES

Figure 9 and Table 8 reflect annual attrition and retention rates and the number of separations by employee tenure by fiscal year for the Harris County Pollution Control Services.^{xiii}

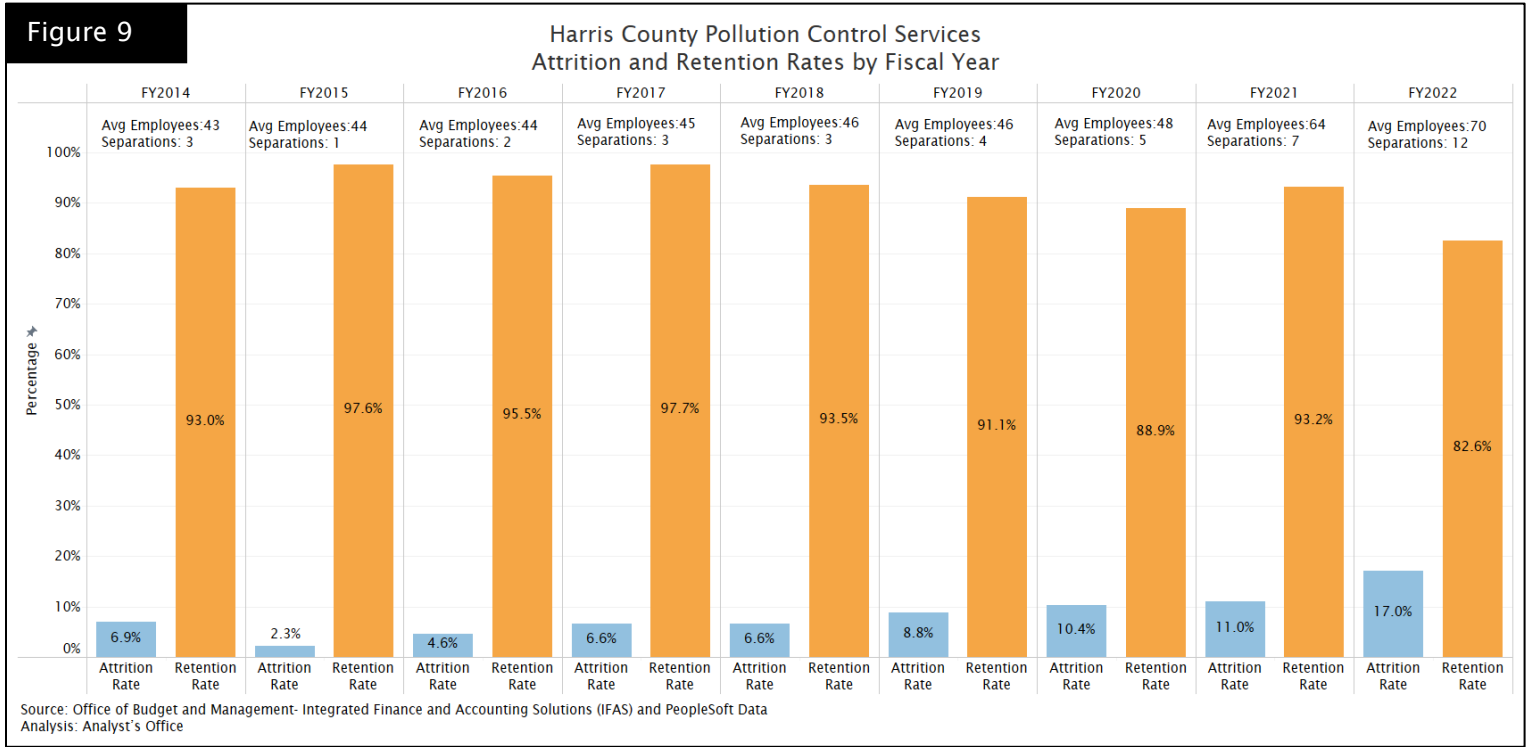


Table 8 Harris County Pollution Control Services
Separations by Employee Tenure by Fiscal Year

Employee Tenure	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Under 10 Years	2 (67%)	-	-	3 (100%)	-	1 (25%)	4 (80%)	4 (57%)	10 (83%)
10-19 Years	1 (33%)	1 (100%)	1 (50%)	-	2 (67%)	2 (50%)	-	2 (29%)	-
20-29 Years	-	-	1 (50%)	-	1 (33%)	1 (25%)	-	1 (14%)	2 (17%)
30 Years and Over	-	-	-	-	-	-	1 (20%)	-	-
Total Separations	3 (100%)	1 (100%)	2 (100%)	3 (100%)	3 (100%)	4 (100%)	5 (100%)	7 (100%)	12 (100%)

^{xiii} Reference Appendix A for aggregate data by Harris County department/entity.

HARRIS COUNTY ELECTIONS ADMINISTRATOR

Figure 10 and **Table 9** reflect annual attrition and retention rates and the number of separations by employee tenure by fiscal year for the Harris County Elections Administrator.^{xiv xv}

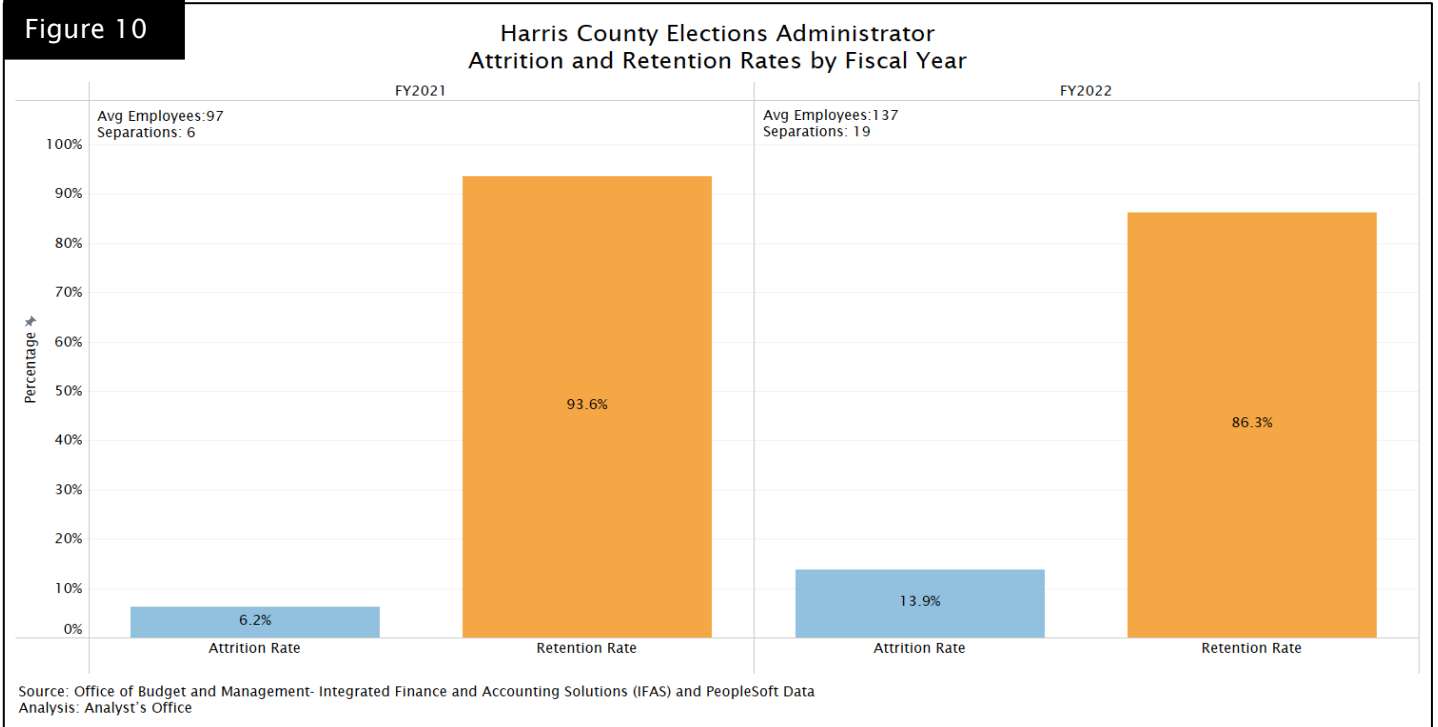


Table 9

**Harris County Elections Administrator
Separations by Employee Tenure by Fiscal Year**

Employee Tenure	FY 2021	FY 2022
Under 10 Years	5 (83%)	18 (95%)
10-19 Years	1 (17%)	-
20-29 Years	-	1 (5%)
30 Years and Over	-	-
Total Separations	6 (100%)	19 (100%)

^{xiv} Reference Appendix A for aggregate data by Harris County department/entity.

^{xv} The Harris County Elections Administrator's Office was created effective November 2021.

HARRIS COUNTY CLERK'S OFFICE

Figure 11 and **Table 10** reflect annual attrition and retention rates and the number of separations by employee tenure by fiscal year for the Harris County Clerk's Office.^{xvi} ^{xvii}

^{xviii}

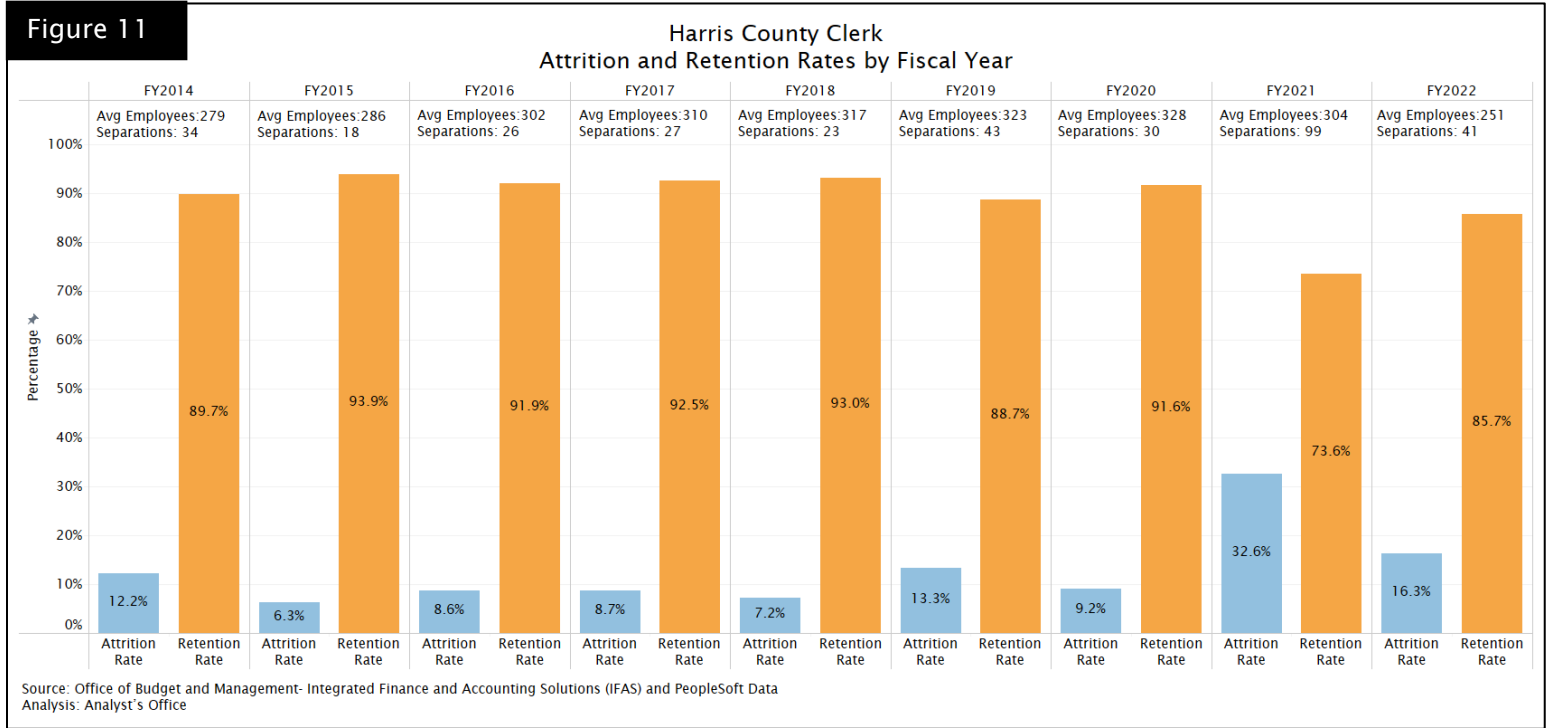


Table 10

**Harris County Clerk's Office
Separations by Employee Tenure by Fiscal Year**

Employee Tenure	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Under 10 Years	24 (71%)	7 (39%)	18 (69%)	18 (67%)	16 (70%)	29 (67%)	14 (47%)	62 (63%)	25 (61%)
10-19 Years	9 (26%)	8 (44%)	4 (15%)	5 (19%)	5 (22%)	11 (26%)	5 (17%)	27 (27%)	9 (22%)
20-29 Years	1 (3%)	2 (11%)	4 (15%)	3 (11%)	1 (4%)	3 (7%)	6 (20%)	8 (8%)	5 (12%)
30 Years and Over	-	1 (6%)	-	1 (4%)	1 (4%)	-	5 (17%)	2 (2%)	2 (5%)
Total Separations	34 (100%)	18 (100%)	26 (100%)	27 (100%)	23 (100%)	43 (100%)	30 (100%)	99 (100%)	41 (100%)

^{xvi} Reference Appendix A for aggregate data by Harris County department/entity.

^{xvii} Human Resources and Risk Management noted that Election Judges and Election Workers are considered temporary employees and should not be counted when calculating attrition or retention rates.

^{xviii} The increase in separations for FY2021 is due to the position (or Position Control Number, PCN) transfers out of the County Clerk's Office to the Elections Administrator (86). Taking the County Clerk's Office transfers into consideration for FY2021 calculations, the adjusted attrition and retention rates are 7.2% and 94.2%, respectively.

HARRIS COUNTY TAX ASSESSOR-COLLECTOR

Figure 12 and Table 11 reflect annual attrition and retention rates and the number of separations by employee tenure by fiscal year for the Harris County Tax Assessor Collector.^{six xx}

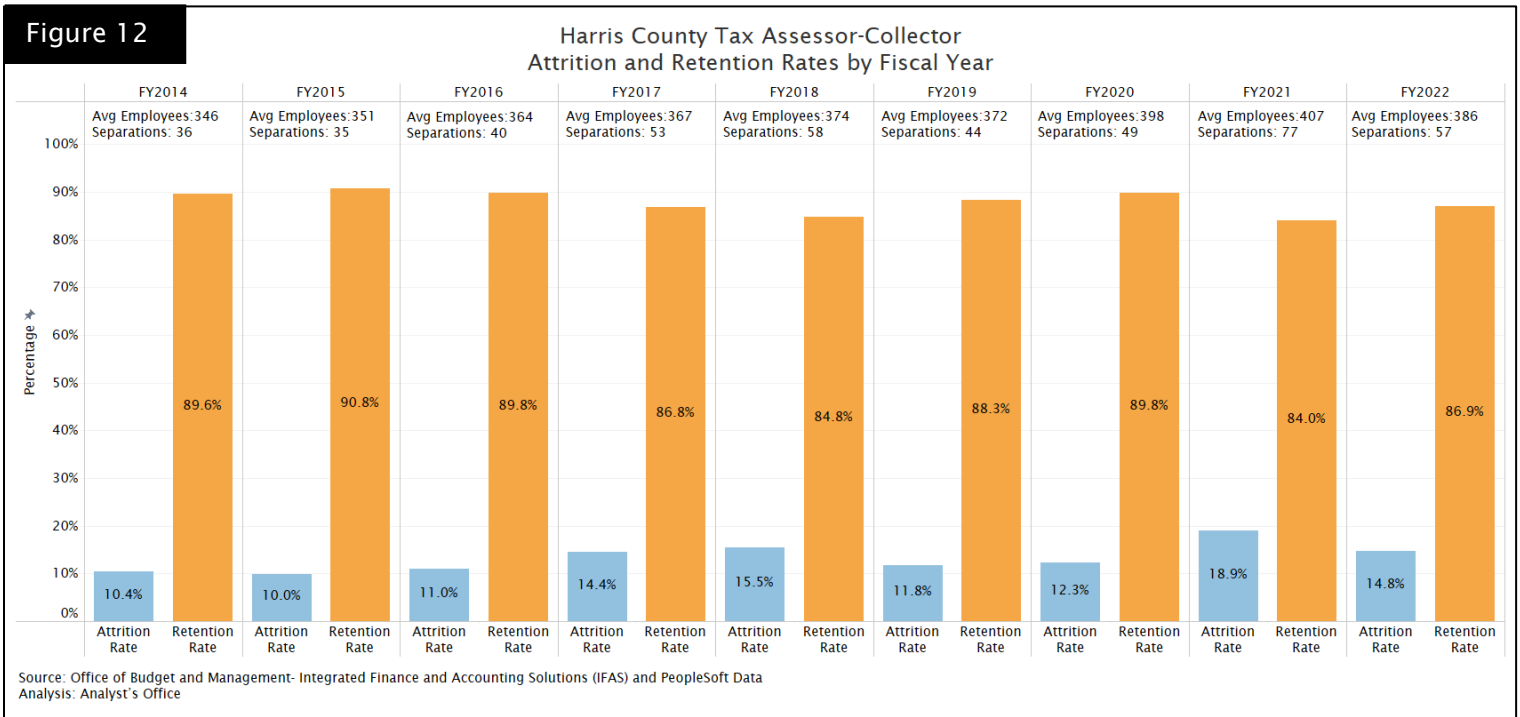


Table 11

Harris County Tax Assessor-Collector
Separations by Employee Tenure by Fiscal Year

Employee Tenure	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Under 10 Years	24 (67%)	18 (51%)	29 (73%)	41 (77%)	34 (59%)	29 (66%)	32 (65%)	55 (71%)	49 (86%)
10-19 Years	8 (22%)	10 (29%)	5 (13%)	-	9 (16%)	8 (18%)	6 (12%)	9 (12%)	4 (7%)
20-29 Years	3 (8%)	6 (17%)	3 (8%)	12 (23%)	12 (21%)	4 (9%)	9 (18%)	10 (13%)	3 (5%)
30 Years and Over	1 (3%)	1 (3%)	3 (8%)	-	3 (5%)	3 (7%)	2 (4%)	3 (4%)	1 (2%)
Total Separations	36 (100%)	35 (100%)	40 (100%)	53 (100%)	58 (100%)	44 (100%)	49 (100%)	77 (100%)	57 (100%)

^{six} Reference Appendix A for aggregate data by Harris County department/entity.

^{xx} The increase in separations for FY2021 is due to the position (or Position Control Number, PCN) transfers out of the Tax Assessor-Collector to the Elections Administrator (30). Taking the Tax Assessor-Collector transfers into consideration for FY2021 calculations, the adjusted attrition and retention rates are 12.8% and 89.8%, respectively.

HARRIS COUNTY OFFICE OF MANAGEMENT AND BUDGET

Figure 13 and Table 12 reflect annual attrition and retention rates and the number of separations by employee tenure by fiscal year for the Harris County Office of Management and Budget.^{xxi xxii}

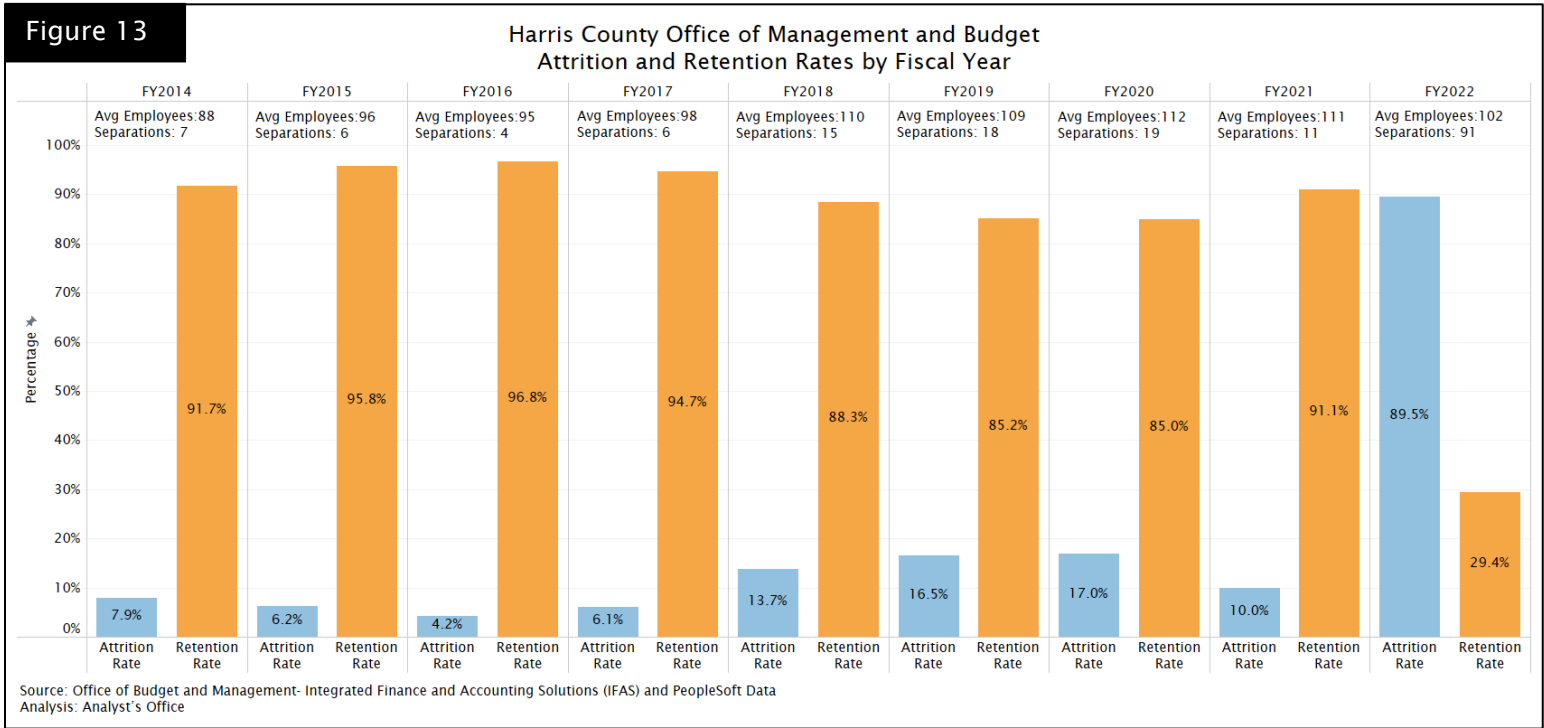


Table 12 Harris County Office of Management and Budget
Separations by Employee Tenure by Fiscal Year

Employee Tenure	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Under 10 Years	3 (43%)	4 (67%)	3 (75%)	4 (67%)	5 (33%)	9 (50%)	14 (74%)	5 (45%)	60 (66%)
10-19 Years	3 (43%)	-	1 (25%)	-	6 (40%)	4 (22%)	2 (11%)	2 (18%)	18 (20%)
20-29 Years	1 (14%)	1 (17%)	-	1 (17%)	3 (20%)	2 (11%)	2 (11%)	2 (18%)	11 (12%)
30 Years and Over	-	1 (17%)	-	1 (17%)	1 (7%)	3 (17%)	1 (5%)	2 (18%)	2 (2%)
Total Separations	7 (100%)	6 (100%)	4 (100%)	6 (100%)	15 (100%)	18 (100%)	19 (100%)	11 (100%)	91 (100%)

^{xxi} Reference Appendix A for aggregate data by Harris County department/entity.

^{xxii} The increase in separations for FY2022 is, in part, due to the position (or Position Control Number, PCN) transfers out of the Office of Management and Budget to the Office of County Administration (7) and Human Resources and Risk Management (68). Taking the OCA and HRRM transfers into consideration for FY2022 calculations, the adjusted attrition and retention rates are 20.7% and 80.7%, respectively.

POSITION CONTROL NUMBER DEPARTMENT TRANSFERS

Harris County underwent two transfers of employees between county departments during the analysis, the transfer of 86 positions from the County Clerk’s Office and 30 positions from the Tax Assessor-Collector to the Elections Administrator in FY2021, and the transfer of seven positions from the Office of Management and Budget to the Office of County Administration in FY2022.

The Analyst’s Office utilized approved Commissioners Court Position Transfers provided by the Harris County Human Resources and Risk Management (HRRM) for transfers that occurred from the County Clerk or Tax Assessor-Collector to the Elections Administrator’s Office, or from the Office of Management and Budget to the Office of County Administration. Data provided includes position numbers and effective date.

Table 14 reflect the number of position control number transfers by department for the Elections Administrator and the Office of County Administration.^{xxiii}

Table 14		Position Control Number Transfers to the Elections Administrator and the Office of County Administration, FY2021 – FY2022		
Fiscal Year	Originating Department	Transfer Department	Number of PCNs Transferred	Effective Date
FY2021	County Clerk’s Office	Elections Administrator	84	November 21, 2020
	County Clerk’s Office	Elections Administrator	2	January 16, 2021
	Tax Assessor-Collector	Elections Administrator	21	November 21, 2020
	Tax Assessor-Collector	Elections Administrator	9	January 16, 2021
FY2022	Office of Management and Budget	Office of County Administration	7	August 14, 2021

Source: Harris County Human Resources and Risk Management

^{xxiii} Position Control Number (PCN) provide an identifying number that codes a specific job in Harris County. The PCN can determine how many positions are available within a department.

APPENDIX A

The following tables provide the average total number of employees fiscal year and total number of separations by fiscal year and by rate calculated for all Harris County departments or entities for the period reviewed.

Harris County Flood Control District Employees and Separations by Fiscal Year										
		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Attrition Rate	Average Employees	287.9	293.3	289.2	301.3	294.0	300.1	321.3	321.3	342.2
	Separations	30	29	32	42	32	39	55	26	35
Retention Rate	Original Employees	285	299	292	292	303	293	322	330	332
	Original Employee Separations	30	28	28	38	32	33	46	23	29
	Original Employees Remaining	255	271	264	254	271	260	276	307	303

Harris County Toll Road Authority Employees and Separations by Fiscal Year										
		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Attrition Rate	Average Employees	738.1	736.3	746.9	770.1	790.3	777.3	793.3	823.5	747.3
	Separations	70	87	86	83	93	98	102	77	138
Retention Rate	Original Employees	733	729	744	759	800	786	779	849	794
	Original Employee Separations	63	79	79	73	87	93	89	74	134
	Original Employees Remaining	670	650	665	686	713	693	690	775	660

Harris County Universal Services Employees and Separations by Fiscal Year										
		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Attrition Rate	Average Employees	249.8	267.8	309.5	354.1	399.4	432.5	460.0	472.7	474.2
	Separations	22	23	24	25	39	32	44	42	78
Retention Rate	Original Employees	254	248	302	330	393	413	451	472	461
	Original Employee Separations	22	21	23	20	37	31	43	42	68
	Original Employees Remaining	232	227	279	310	356	382	408	430	393

Harris County Engineering Department Employees and Separations by Fiscal Year										
		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Attrition Rate	Average Employees	251.3	256.8	270.3	241.0	247.7	247.8	262.2	693.9	705.8
	Separations	24	29	48	29	34	29	42	64	109
Retention Rate	Original Employees	244	249	270	243	244	239	245	678	732
	Original Employee Separations	21	24	44	26	26	27	37	58	104
	Original Employees Remaining	223	225	226	217	218	212	208	620	628

Harris County Public Health Department Employees and Separations by Fiscal Year										
		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Attrition Rate	Average Employees	384.5	415.1	449.5	493.6	496.4	481.1	484.4	589.4	614.7
	Separations	48	84	72	119	103	100	107	93	187
Retention Rate	Original Employees	285	302	450	503	503	486	484	527	622
	Original Employee Separations	32	46	62	104	90	92	90	64	164
	Original Employees Remaining	253	256	388	399	413	394	394	463	458

Harris County Pollution Control Services Employees and Separations by Fiscal Year										
		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Attrition Rate	Average Employees	43.2	43.6	43.7	45.2	45.5	45.7	48.2	63.7	70.4
	Separations	3	1	2	3	3	4	5	7	12
Retention Rate	Original Employees	43	42	44	43	46	45	45	59	69
	Original Employee Separations	3	1	2	1	3	4	5	4	12
	Original Employees Remaining	40	41	42	42	43	41	40	55	57

Harris County Elections Administrator Employees and Separations by Fiscal Year			
		FY 2021	FY 2022
Attrition Rate	Average Employees	97.3	137.0
	Separations	6	19
Retention Rate	Original Employees	94	102
	Original Employee Separations	6	14
	Original Employees Remaining	88	88

Harris County Clerk's Office Employees and Separations by Fiscal Year										
		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Attrition Rate	Average Employees	279.4	286.3	302.0	310.1	317.3	322.5	327.6	304.0	251.2
	Separations	34	18	26	27	23	43	30	99	41
Retention Rate	Original Employees	282	279	297	306	315	318	323	329	252
	Original Employee Separations	29	17	24	23	22	36	27	87	36
	Original Employees Remaining	253	262	273	283	293	282	296	242	216

**Harris County Tax Assessor-Collector
Employees and Separations by Fiscal Year**

		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Attrition Rate	Average Employees	345.6	351.3	363.9	366.8	374.2	372.1	397.8	406.9	386.1
	Separations	36	35	40	53	58	44	49	77	57
Retention Rate	Original Employees	338	346	354	370	361	368	382	412	383
	Original Employee Separations	35	32	36	49	55	43	39	66	50
	Original Employees Remaining	303	314	318	321	306	325	343	346	333

**Harris County Office of Management and Budget
Employees and Separations by Fiscal Year**

		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Attrition Rate	Average Employees	88.3	96.3	95.1	98.2	109.5	109.3	112.1	110.5	101.7
	Separations	7	6	4	6	15	18	19	11	91
Retention Rate	Original Employees	84	95	93	94	103	108	113	112	109
	Original Employee Separations	7	4	3	5	12	16	17	10	77
	Original Employees Remaining	77	91	90	89	91	92	96	102	32

ENDNOTES

¹ Post, M. (2021, February 28). *Annual Comprehensive Financial Report 2021*. Retrieved June 14, 2022, from <https://auditor.harriscountytexas.gov/CAFR/HC%20Final%20FY21%20GAS%20Opinions.pdf> P.196.

² Email Correspondence and Draft Review with Tim Chase, Director, Data Analytics and Technology Audit, with Harris County Auditor's Office on July 21, 2022.

³ Naderi, R. (2021, November). Prompt Payment Act Memo. P.3.

⁴ Email Correspondence and Draft Review with Tim Chase, Director, Data Analytics and Technology Audit, with Harris County Auditor's Office on July 21, 2022.

⁵ Naderi, R. (2021, November). Prompt Payment Act Memo. P.3.

⁶ *GTW.D.4. - Employee Attrition Rate*. (2021, October). Retrieved June 14, 2022, from <https://data.austintexas.gov/stories/s/GTW-D-4-Employee-Attrition-Rate/deu4-w2cd/>

⁷ *How to Calculate Your Company's Attrition Rate*. (2020, January 10). ViGlobal. <https://www.viglobal.com/2020/01/10/how-to-calculate-your-companys-attrition-rate/>

⁸ *GTW.D.4. - Employee Attrition Rate*. (2021, October). Retrieved June 14, 2022, from <https://data.austintexas.gov/stories/s/GTW-D-4-Employee-Attrition-Rate/deu4-w2cd/>

⁹ *GTW.D.4. - Employee Attrition Rate*. (2021, October). Retrieved June 14, 2022, from <https://data.austintexas.gov/stories/s/GTW-D-4-Employee-Attrition-Rate/deu4-w2cd/>

¹⁰ *Calculating Retention Rate (With 3 Examples)*. (n.d.). Retrieved June 14, 2022, from <https://www.indeed.com/hire/c/info/calculate-retention-rate>



The Harris County Commissioners Court's Analyst's Office provides the Harris County Commissioners Court members with objective, nonpartisan, and timely fiscal and policy analysis related to the efficiency and effectiveness of various County operations.

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