



***A Follow-Up Study:***  
**Turnover Rates of**  
**Juvenile Probation Department Personnel**  
**in Texas**

**Fiscal Year 2002**  
*(September 1, 2001 through August 31, 2002)*



**Texas Juvenile Probation Commission**  
**February 2003**

***A Follow-Up Study:***  
**Turnover Rates of**  
**Juvenile Probation Department Personnel**  
**in Texas**



**Texas Juvenile Probation Commission**

Vicki Spriggs, Executive Director  
4900 North Lamar, 5th Floor East  
Post Office Box 13547  
Austin, Texas 78711-3547

Telephone (512) 424-6700 / TDD (512) 424-4000  
Fax (512) 424-6717

*Additional copies of this and other publications  
may be found on the TJPC Web Site at:  
[www.tjpc.state.tx.us](http://www.tjpc.state.tx.us)*

**Published February 2003**

The Texas Juvenile Probation Commission, an equal opportunity employer, does not discriminate on the basis of race, color, national origin, sex, religion, age or disability in employment or the provision of services, programs or activities. In compliance with the Americans with Disabilities Act, this document may be requested in alternative formats by contacting the Texas Juvenile Probation Commission at the above address.

## Table of Contents

---

Executive Summary.....	1
Introduction.....	3
Texas Juvenile Justice System Overview .....	4
Turnover Rates.....	5
Comparison of Turnover Between Fiscal Year 1999 and Fiscal Year 2002.....	6
Comparison of Probation Officer Ranks .....	7
Turnover Rates per Department Size .....	7
Analysis of Officers Who Resigned or Were Terminated .....	9
Appendices	
Appendix A - Methodology .....	15
Appendix B - ACIS Resignation/Termination Form.....	16
Appendix C - Survey: Staffing Information for Turnover Study .....	17
Appendix D - Number of Resignations and Turnover Rate per County.....	18
Appendix E - Salary Supplements per County.....	23



## Executive Summary

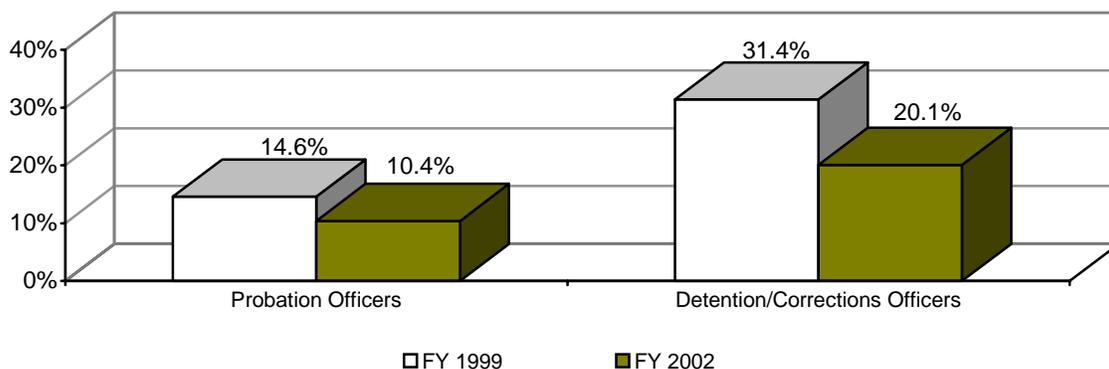
The 77<sup>th</sup> Legislature approved the amount of \$10.2 million each year of the biennium, beginning September 1, 2001, for a salary supplement for certified juvenile probation officers, detention officers, and correctional officers. The salary supplements were approved in part because of the high turnover rate illustrated in the August 2000 TJPC report entitled *A Study of Salaries and Turnover Rates of Juvenile Probation Department Personnel in Texas*. Based on information received from juvenile probation departments, the report suggested that inadequate salary levels appeared to be a primary contributor to the problem. The intent of this report is to analyze the turnover rates of fiscal year 2002 and compare, where possible, to those in fiscal year 1999.

The importance of maintaining qualified officers is clear to department administrators. High turnover rates carry an expensive price tag in terms of financial resources for both county and state governments. More importantly, high turnover of probation, detention and corrections personnel has a negative impact on the effective rehabilitation of juveniles in the system.

At the end of fiscal year 2002, there were 4,835 full-time, certified (or working toward certification) officers working in Texas juvenile probation departments. During the same fiscal year, a total of 644 full-time juvenile officers resigned or were terminated from their position with their department. An additional 108 part-time officers resigned or were terminated from their positions with juvenile probation departments in fiscal year 2002. Including both full-time and part-time officers, there were a total of 752 officers who resigned or were terminated during fiscal year 2002.

For sake of comparison, 662 officers left their positions with their department in fiscal year 1999. While there were more total officers who left their position during fiscal year 2002, there were also more certified officers employed as a whole. A more representative picture of the situation is presented in a comparison of the turnover rates. Figure E1 illustrates the turnover rates for both probation and detention/corrections officers decreased during the three-year period between fiscal year 1999 and fiscal year 2002. **The rate for probation officers decreased 28.8% and the rate for detention and corrections officers decreased 36.0% from fiscal year 1999 to fiscal year 2002.** The salary supplements provided during fiscal year 2002 may have been a contributing factor to the decreased turnover rates during that period.

Figure E1  
Turnover Rates of Probation and Detention/Corrections Officers\*  
Fiscal Year 1999 vs. Fiscal Year 2002



\* Includes full-time and part-time officers.

An analysis of the fiscal year 2002 turnover rates also shows that:

- Significantly higher turnover rates are seen among specialized officers and line officers than among chiefs and administrators.
- Overall, the large departments had the highest salaries and the lowest turnover rates.

The latter section of this report contains an analysis of the employees who resigned or were terminated from their positions during fiscal year 2002. The following points are noted:

- Of the 255 juvenile probation officers who left their positions during fiscal year 2002, the median salary was \$30,326; of the 389 juvenile detention and corrections officers who left, the median salary was \$22,880.
- Nearly half (43.5%) of probation officers and approximately two-thirds (65.8%) of detention/corrections officers remained in their job for less than two years before resigning.
- Juvenile officers remained employed with their departments for a slightly longer time in fiscal year 2002 than they did in fiscal year 1999.
- The largest percentage of juvenile probation officers who left their positions (27.8%) resigned for a better job opportunity available elsewhere. Unfortunately, the most common reason (28.5%) for juvenile detention and corrections officers departing from their positions was that they were terminated or forced to resign in lieu of an involuntary separation.
- Probation officers were more likely than detention and corrections officers to stay in the corrections field when leaving their position.

## Introduction

---

The Texas juvenile justice system has been a primary focus of the Texas Legislature during the past four sessions, and major reforms resulted in a juvenile justice system that emphasizes four basic goals: public safety, offender accountability, rehabilitation, and early intervention and delinquency prevention.

In August 2000, the Texas Juvenile Probation Commission (TJPC) published a report entitled *A Study of Salaries and Turnover Rates of Juvenile Probation Department Personnel in Texas*. The report sparked the interest of the 77<sup>th</sup> Texas Legislature by detailing the problems and issues with low salary levels for probation, detention and corrections personnel. The low salaries seemed to contribute to a high employee turnover rate, which in turn posed an ongoing threat to the continued progress, creativity, and enhancement of the juvenile justice system in Texas.

The 77<sup>th</sup> Legislature approved the amount of \$10.2 million each year of the biennium for a salary supplement for certified juvenile probation officers, detention officers, and correctional officers. Certified probation officers were to receive no more than \$3,000 per year including fringe benefits, while certified detention and corrections officers were to receive no more than \$1,500 per year including fringe benefits. TJPC subsequently allocated funds to local departments based on the actual number of certified officers employed or authorized across the state. The amounts allocated were based on \$2,850 for each full-time, certified probation officer and \$1,425 for each full-time, certified detention or corrections officer.

Appendix E of this report shows the amount each department received towards salary supplements and the number of positions funded. During fiscal year 2002, approximately 98% of the full-time probation officer positions and 81% of the detention and corrections positions received a salary supplement. In order to receive the funds, an officer had to meet the following eligibility criteria:

- Hold active certification with TJPC;
- Be employed as a full-time juvenile probation officer, juvenile detention officer, or juvenile corrections officer;
- Be employed in a position that existed with the department as of May 31, 2001. Officers in newly authorized positions that did not exist before this date were not eligible for the funds.

The salary supplements authorized by the 77<sup>th</sup> Texas Legislature were approved in part because of the high turnover rate illustrated in the August 2000 TJPC report entitled *A Study of Salaries and Turnover Rates of Juvenile Probation Department Personnel in Texas*. Based on information received from juvenile probation departments, the report suggested that inadequate salary levels appeared to be a primary contributor to this problem.

The salary supplement funds were administered in juvenile probation departments beginning September 1, 2001. At the same time, TJPC launched the new Automated Certification Information System (ACIS). ACIS provides the means for certification of probation, detention and corrections officers via an on-line system. Part of this system includes a termination/resignation form to be completed for any officer leaving a department (see Appendix B for a copy of the form). The 752 entries made into that system in fiscal year 2002 serve as the basis of this report to compare turnover rates before and after the salary supplements.

## Texas Juvenile Justice System Overview

---

If a juvenile commits an offense in a Texas community, he or she is referred to their local juvenile probation department. From here, a disposition is determined. Juvenile probation officers supervise nearly half of the referrals made in Texas, while some referrals receive supervisory caution and some are dismissed or withdrawn. The Texas Youth Commission handles approximately two percent of the referrals in a state institutional setting. In 2001, there were 164<sup>1</sup> juvenile probation departments in the state providing services to all 254 counties.

Juvenile probation, detention and corrections officers are the front-line workers in the community-based juvenile justice system in Texas. They serve the overwhelming majority of youthful offenders through programs aimed at reaching the overall statewide goals. In calendar year 2001, 78,395 juveniles were referred to juvenile probation departments. These youth accounted for 113,134 referrals, as some youth were referred multiple times during the year.

To be certified as a juvenile probation officer, a person is statutorily required to have a bachelor's degree and either one year of related work experience or advanced education in an approved field of instruction pursuant to the Texas Human Resources Code in addition to 40 hours of basic probation training prior to certification. To be certified as a juvenile detention or corrections officer, a person is required to possess a high school diploma or the equivalent. Table 1 shows the number of full-time positions statewide and the corresponding average salary for each category of officer examined in this report.

**Table 1**  
**Statewide Number of Full-Time, Certified (or Working**  
**Toward Certification) Officers and Average Salaries**  
**As of August 31, 2002**

Position	Number in Texas	Average Salary
Chief Juvenile Probation Officer	164	\$54,031
Probation Administrators	403	\$43,446
Specialized Probation Officers	445	\$33,093
Line Probation Officers	1,456	\$30,133
Detention/Corrections Administrators	289	\$39,328
Detention/Corrections Officers	2,078	\$24,254

The importance of maintaining qualified officers is clear to department administrators. High turnover rates carry an expensive price tag in terms of financial resources for both county and state governments. More importantly, high turnover of probation, detention and corrections personnel has a negative impact on the effective rehabilitation of juveniles in the system.

---

<sup>1</sup> There were 169 separate state aid contracts during the same period. However, several departments with multiple counties had more than one state aid contract but functioned as a single department.

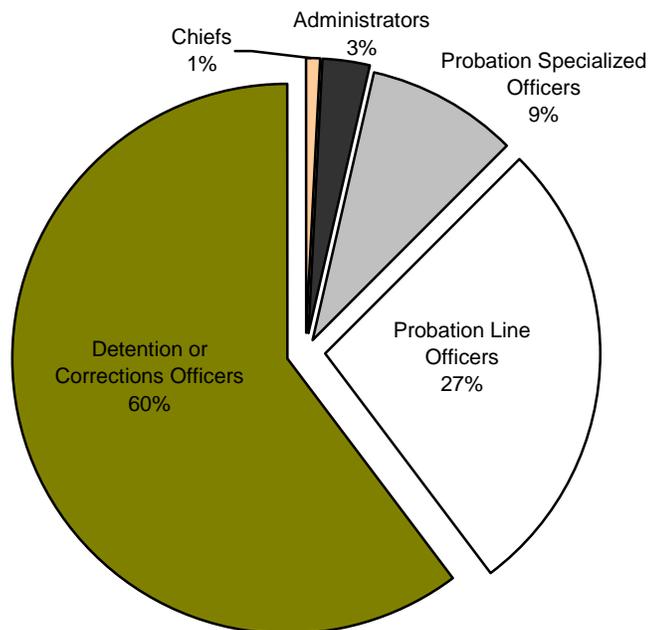
## Turnover Rates

---

This study primarily focuses on full-time officers. Only full-time officers were eligible to receive the salary supplements in September 1, 2001. However, the original study that was conducted using fiscal year 1999 data also included part-time time staff. For comparisons, when possible, part-time staff<sup>2</sup> and staff terminations are included in the fiscal year 2002 totals.

At the end of fiscal year 2002, there were 4,835 full-time, certified (or working toward certification) officers working in Texas juvenile probation departments. During the same fiscal year, a total of 644 full-time juvenile officers resigned or were terminated from their position with their department. The administrative rank of these officers is illustrated in Figure 1. The largest percentage of officers who resigned or were terminated was detention and corrections officers (includes two administrators and 387 line officers) at 60%, followed by probation line officers at 27%. A county-level summary is presented in Appendix D.

**Figure 1**  
**Rank of Full-Time Juvenile Officers Who Resigned or Were Terminated**  
**Fiscal Year 2002**



An additional 108 part-time officers resigned or were terminated from their positions with juvenile probation departments in fiscal year 2002. Most of these officers (95%) were detention or corrections officers.

---

<sup>2</sup> Part-time staff numbers are based on extrapolations from data collected May 31, 2001. Only the broad categories of “probation officers” and “detention and corrections officers” are available.

## Comparison of Turnover Between Fiscal Year 1999 and Fiscal Year 2002

Including both full-time and part-time officers, there were a total of 752 officers who resigned or were terminated during fiscal year 2002. For sake of comparison, 662 officers left their positions with their department in fiscal year 1999. While there were more total officers who left their position during fiscal year 2002, there were also more certified officers employed as a whole. Table 2 shows the breakdown of these numbers between probation and detention/corrections officers.

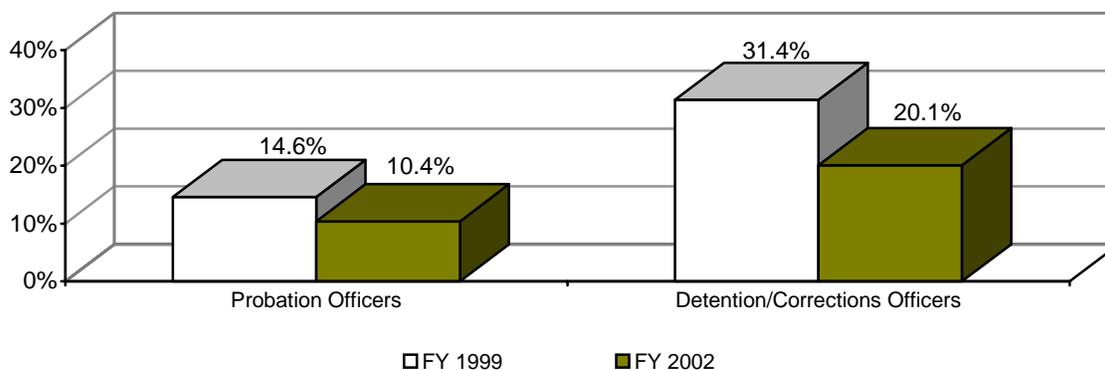
**Table 2**  
**Comparison of Number of Officers**  
**Fiscal Year 1999 vs. Fiscal Year 2002**

	Number of Juvenile Probation Officers		Number of Detention/Corrections Officers	
	# employed	# left	# employed	# left
Fiscal Year 1999	2,150*	313	1,110	349
Fiscal Year 2002	2,490	260	2,451	492

\* Number is approximate.

A more representative picture of the situation is presented in a comparison of the turnover rates. Figure 2 illustrates the change in turnover rates between fiscal years 1999 and 2002.

**Figure 2**  
**Turnover Rates of Probation and Detention/Corrections Officers\***  
**Fiscal Year 1999 vs. Fiscal Year 2002**



\* Includes full-time and part-time officers.

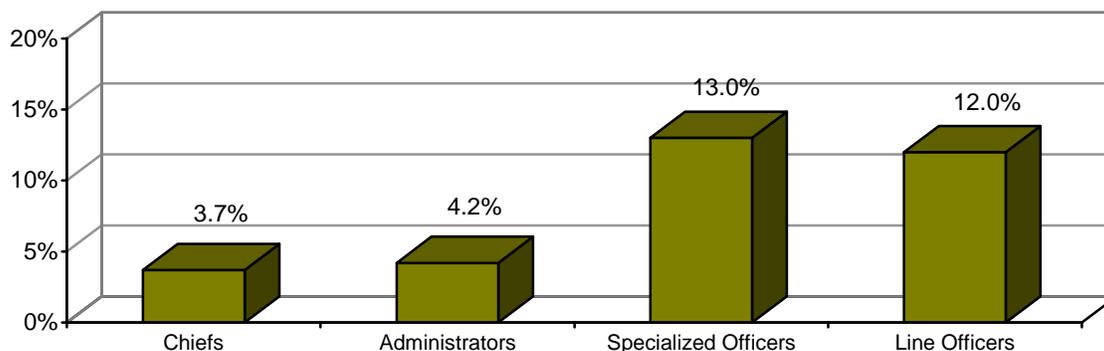
Turnover rates for both probation and detention/corrections officers decreased during the three-year period. **The rate for probation officers decreased 28.8% and the rate for detention and corrections officers decreased 36.0% from fiscal year 1999 to fiscal year 2002.** The salary supplements provided during fiscal year 2002 may have been a contributing factor to the decreased turnover rates during that period. Other factors also may have contributed such as the downturn in the economy and subsequent increased statewide unemployment rates<sup>3</sup>.

<sup>3</sup> According to the Texas Workforce Commission's Labor Market Information, the fiscal year 1999 unemployment rate was 4.7% and the fiscal year 2002 unemployment rate was 5.8%.

## Comparison of Probation Officer Ranks

Figure 3 provides a more detailed look at the rates among different ranks of probation officers. Significantly higher turnover rates are seen among specialized officers and line officers than among chiefs and administrators. In comparing the average salaries of the same groups, a similar pattern can be detected. Average salaries of chiefs and administrators (\$54,031 and \$43,446, respectively) are considerably higher than the average salaries of specialized officers and line officers (\$33,093 and \$30,133, respectively). From this, it appears that higher salaries may result in lower turnover rates.

**Figure 3**  
Turnover Rates per Ranks of Full-Time Probation Officers  
Fiscal Year 2002



## Turnover Rates per Department Size

Juvenile probation departments were grouped into three categories of size: small, medium and large. Table 3 depicts the size of the departments in each group and the number of departments that fell into each category.

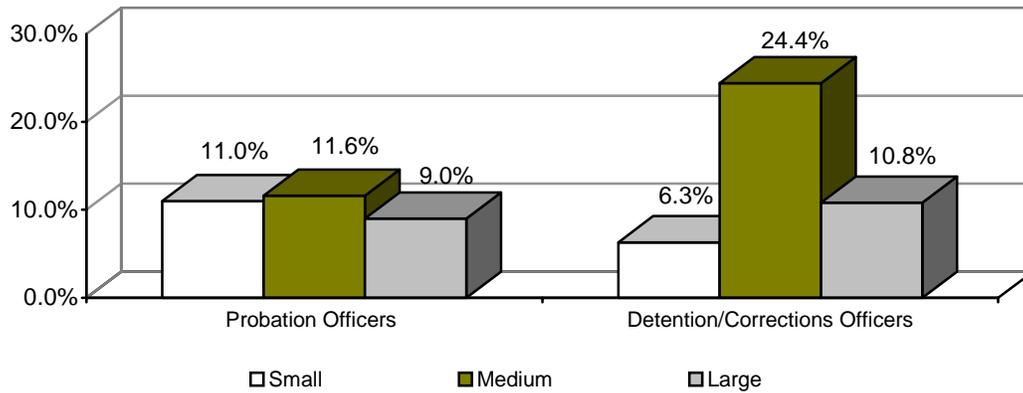
**Table 3**  
Number of Departments per Size Category  
Based on Calendar Year 2001 Population Projections

Size Category	Juvenile Population Size	Number of Departments in Category
Small	Up to 5,000	95
Medium	5,001 to 60,000	62
Large	More than 60,000	7

Source of population projections: Texas State Data Center based on U.S. Census 2000.

Figure 4 illustrates turnover rates for probation officers and detention and corrections officers with respect to the size of the department.

**Figure 4**  
**Full-Time Officer Turnover Rates by Department Size**  
**Fiscal Year 2002**



In relation to probation officer turnover, large departments had a lower turnover rate than small and medium-sized departments. For detention and corrections officers, medium-sized departments had the highest rate. Small-sized departments had the lowest rate; however, since there were so few people in these positions statewide, when only one additional officer left his/her position, there is a significant impact in the rate (in fiscal year 2002, only one juvenile detention or corrections officer resigned or was terminated out of a total of 16 officers working in small-sized departments). As a whole, excluding the rate illustrated for detention and corrections officers in small departments, it appears that the large-sized departments have the lowest turnover rates on average.

Table 4 shows average salaries of probation and detention/corrections officers per department size. Again, it appears that salary levels may influence turnover rates – the large departments had the highest salaries and the lowest turnover rates.

**Table 4**  
**Average Salaries per Department Size**  
**Fiscal Year 2002**

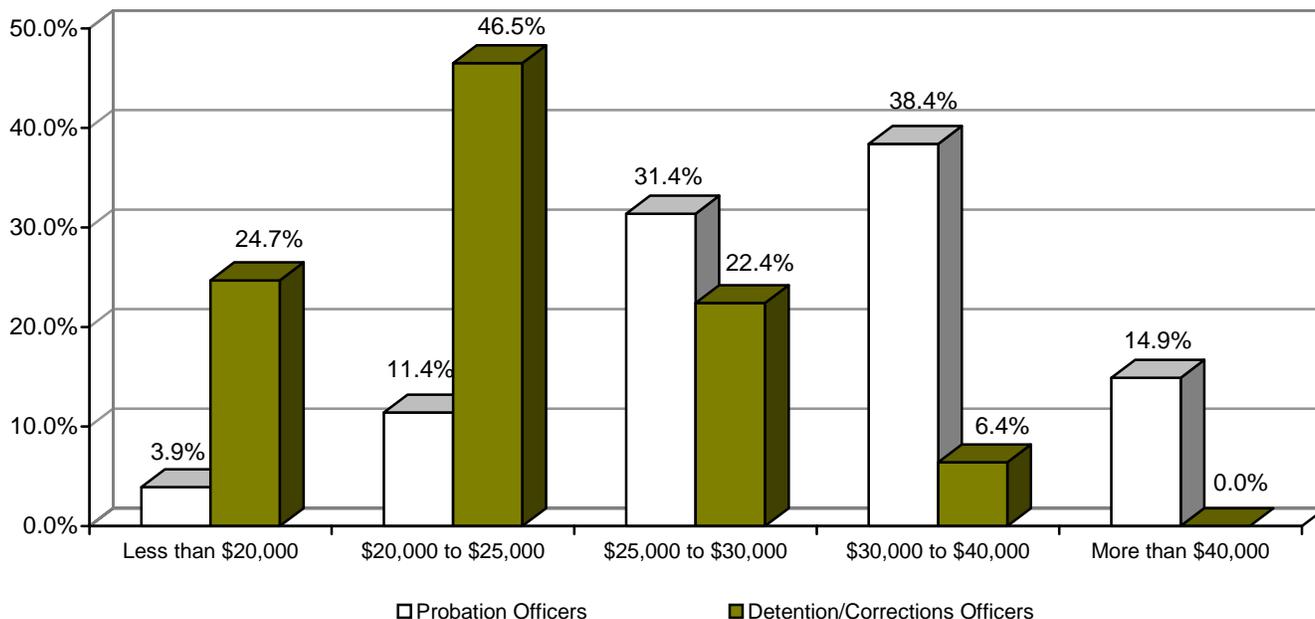
Size Category	Juvenile Probation Officer Average Salary	Juvenile Detention/Corrections Officer Average Salary
Small	\$34,167.44	\$20,584.72
Medium	\$36,164.26	\$25,019.56
Large	\$40,523.28	\$31,359.83

## Analysis of Officers Who Resigned or Were Terminated

Juvenile probation department administrators are required to submit an automated form to TJPC regarding each officer that resigns or terminates from their department through ACIS. (A copy of the form can be found in Appendix B.) This form includes information about the officer such as reasons for departure and subsequent employment. Employment dates and salary levels are also requested. This information is critical in understanding the strategic direction that juvenile probation administrators should take to increase retention of personnel. Findings from this information on full-time officers who left their position during fiscal year 2002 are contained in this section.

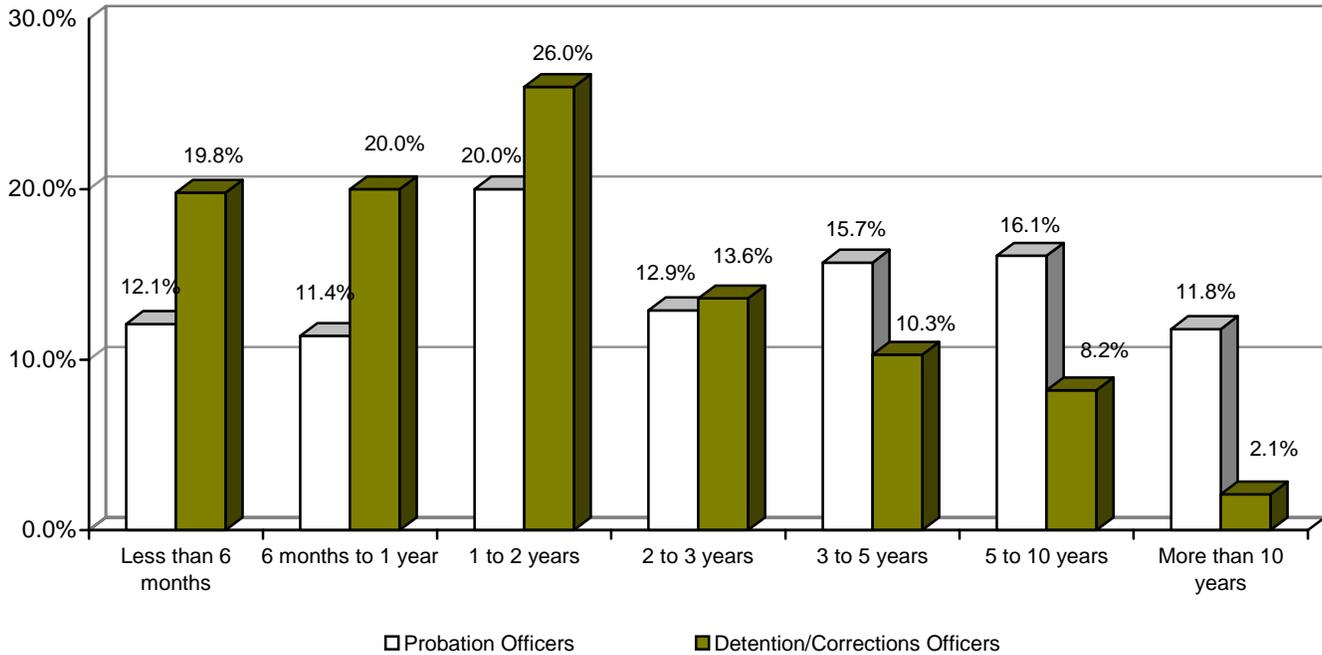
Of the 255 juvenile probation officers who left their positions during fiscal year 2002, the median salary was \$30,326; of the 389 juvenile detention and corrections officers who left, the median salary was \$22,880. Figure 6 shows the percentage of officers who resigned or were terminated during fiscal year 2002 in each salary level category.

**Figure 6**  
**Salary Level of Officers Who Resigned or Were Terminated**  
**Fiscal Year 2002**



The average length of employment for the juvenile probation officers who left during fiscal year 2002 was four and a half years. The average for juvenile detention and corrections officers was just over two years. Figure 7 illustrates the length of employment of officers who resigned or were terminated during fiscal year 2002.

**Figure 7**  
**Length of Employment of Officers Who Resigned or Were Terminated**  
**Fiscal Year 2002**



Nearly half (43.5%) of probation officers and approximately two-thirds (65.8%) of detention/corrections officers remained in their job for less than two years before leaving. Overall, probation officers stayed with their department for a longer period of time than did detention and corrections officers.

Juvenile officers remained employed with their departments for a slightly longer time in fiscal year 2002 than they did in fiscal year 1999. In fiscal year 1999, 46% of juvenile probation officers who left their positions were employed two years or less, compared to 44% in fiscal year 2002. In fiscal year 1999, 74% of juvenile detention and corrections officers who left their positions were employed two years or less, compared to 66% in fiscal year 2002. Based on these figures, it appears that both turnover rates and retention rates improved by fiscal year 2002 – particularly with detention and corrections officers.

Departments were asked to document in ACIS the reasons that officers left. Table 6 details the responses received for those officers who resigned or were terminated from their positions during fiscal year 2002.

**Table 6  
Reasons for Departure  
Fiscal Year 2002**

Reason for Departure	Juvenile Probation Officers		Juvenile Detention/Corrections Officers	
	#	%	#	%
Better job opportunity available	71	27.8%	98	25.2%
Personal reasons unrelated to job	60	23.5%	64	16.5%
Termination/resignation in lieu of involuntary separation	26	10.2%	111	28.5%
Retired	15	5.9%	3	0.8%
Inadequate salary	9	3.5%	4	1.0%
Dissatisfaction with nature of job	8	3.1%	3	0.8%
Continuing education	7	2.8%	3	0.8%
Dissatisfaction with co-workers	4	1.6%	2	0.5%
Lack of opportunity for advancement in department	3	1.2%	0	0.0%
Military/called to active duty	1	0.4%	4	1.0%
Other	9	3.5%	12	3.1%
Unknown	42	16.5%	85	21.8%
Total	255	100.0%	389	100.0%

More than one quarter (27.8%) of juvenile probation officers resigned for a better job opportunity available elsewhere. The second highest reason for leaving (23.5%) was for personal reasons unrelated to the job. Unfortunately, the most common reason (28.5%) for juvenile detention and corrections officers departing from their positions was that they were terminated or forced to resign in lieu of an involuntary separation. The second highest reason for leaving (25.2%) was a better job opportunity available elsewhere. Note that only a small percentage of both probation (3.5%) and detention and corrections (1.0%) officers indicated an inadequate salary as the reason for leaving.

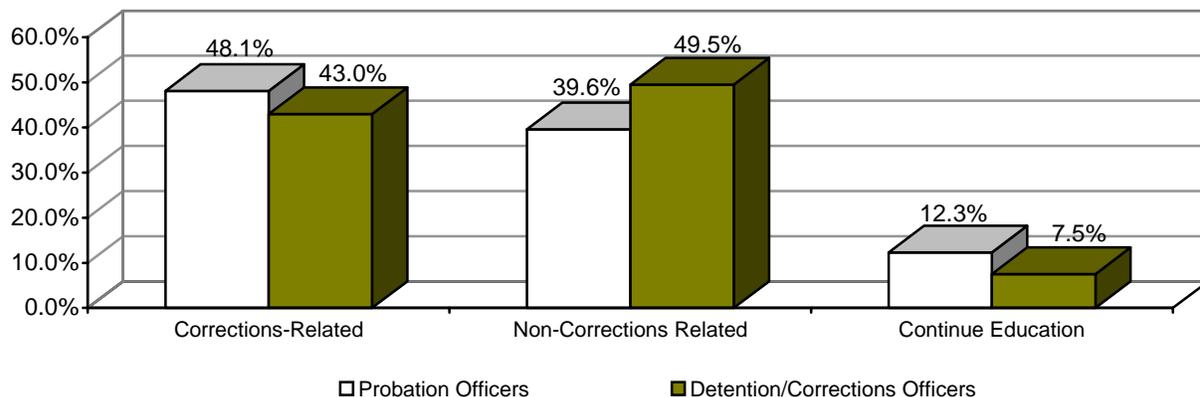
Where did juvenile officers typically go after leaving their positions with a juvenile probation department? Table 7 shows the results cited through ACIS.

**Table 7**  
**Subsequent Jobs of Officers Who Resigned or Were Terminated**  
**Fiscal Year 2002**

Reason for Departure	Juvenile Probation Officers		Juvenile Detention/Corrections Officers	
	#	%	#	%
Other juvenile probation department	18	7.1%	7	1.8%
Other public sector (corrections related)	29	11.4%	30	7.7%
Other public sector (non-corrections)	27	10.6%	28	7.2%
Other private sector (corrections related)	4	1.6%	3	0.8%
Other private sector (non-corrections)	15	5.9%	18	4.6%
Continue education	13	5.1%	7	1.8%
None	50	19.6%	45	11.6%
Unknown	99	38.8%	251	64.5%
Total	255	100.0%	389	100.0%

A large percentage (38.8% of probation officers and 64.5% of detention and corrections officers) of the ACIS responses did not indicate where the officers went to work subsequent to their departure. Either the officer was not yet hired in a subsequent position, or they did not divulge the information to the department during an exit interview. Figure 8 illustrates, of the responses that did indicate a subsequent position, the breakdown of those positions that were corrections-related versus those that were not. Probation officers were more likely than detention and corrections officers to stay in the corrections field when leaving their position.

**Figure 8**  
**Type of Subsequent Position**  
**Fiscal Year 2002**



*A Follow-Up Study:*  
Turnover Rates of  
Juvenile Probation Department Personnel in Texas

**APPENDICES**



## Appendix A – Methodology

---

This study serves as a follow-up to the turnover issues addressed in the TJPC report published in August 2000 entitled *A Study of Salaries and Turnover Rates of Juvenile Probation Department Personnel in Texas*. Because it was based on the original study, the same groupings of officers were used for comparison – probation (broken down by CJPO, administrators, specialized officers, and line officers) and detention/correction officers.

The scope of this study was all juvenile probation departments in Texas. This study, like the original study, did not include private entities that process and house juveniles referred by juvenile courts or juvenile probation departments. The study also did not include contract employees, secretarial staff or professional positions (such as psychologists) that were employed by the juvenile probation departments.

Two primary sources of data were utilized to retrieve fiscal year 2002 data in this study. The first source was the *Resignation/Termination Form* (see Appendix B). The Resignation/Termination Form is a built-in feature of TJPC's ACIS (Automated Certification Information System) system. Anytime a department removes an officer from its list of employees, a form must be completed. Once completed, the information is electronically submitted to TJPC.

The second source of data was the survey instrument entitled *Staffing Information for Turnover Study* (see Appendix C). This survey was sent to all juvenile probation departments on August 30, 2002 via e-mail. The survey supplied data relating to the total number of officers (per position type) per department as of August 31, 2002 and provided the average salary per position type.

### Definitions

For the purposes of this study, the following definitions were used:

- **Chief Juvenile Probation Officer (CJPO)** – juvenile probation officer who exercises executive, administrative, and supervisory direction of local juvenile probation department operations.
- **Administrators** – juvenile officers who operate in a supervisory capacity, including assistant chiefs, supervisors, coordinators, unit managers, and assistant managers.
- **Specialized Officers** – juvenile probation officers who serve in specialized capacities, such as intensive probation services, juvenile justice alternative education services, or Title IV-E programming.
- **Line Officers** – juvenile officers who carry a caseload and provide an array of services to juveniles on probation.

## Appendix B – ACIS Resignation/Termination Form

### EMPLOYEE RESIGNATION/TERMINATION FORM

Please complete the following questions for all certified (or currently working toward certification) staff that leave your department or facility.

#### IDENTIFICATION INFORMATION FOR RESIGNING/TERMINATING EMPLOYEE

Last Name

First Name, MI

#### Current Certification

- Not yet certified
- Certified and already working in another department (check all that apply below)
- Certified as:
  - Juvenile Probation Officer
  - Juvenile Detention Officer
  - Juvenile Corrections Officer

#### Highest Education Completed

- Less than GED
- High School/GED
- Associate Degree
- BA or BS Degree
- Master's Degree
- Ph.D.

#### EXIT INTERVIEW QUESTIONNAIRE

#### Position/Rank

- Chief JPO
- Administrator
- Specialized Officer
- Line Officer

#### Is this a caseload-carrying position?

- Yes
- No

#### Job Type

- Regular, full-time (40+ hrs/week)
- Regular, part-time (< 40 hrs/week)
- Temporary, full-time (40+ hrs/week)
- Temporary, part-time (< 40 hrs/week)

#### Employment Date

#### What type of certification is required for this position?

- JPO
- JDO
- JCO
- None

#### Did the employee receive the FY2002 state-funded salary supplement?

- Yes
- No

#### Ending Gross Salary

- Monthly
- Hourly

Amount \$

#### Resignation/Termination Date

#### Primary Reason for Leaving

- Inadequate Salary
- Better job opportunity available
- Lack of opportunity for advancement in department
- Personal reasons unrelated to job
- Dissatisfaction with nature of job
- Dissatisfaction with co-workers
- Termination/resignation in lieu of involuntary separation
- Retired
- Unknown
- Other

#### Subsequent Job

- Other juvenile probation department  
County:
- Other public sector (corrections related)
- Other public sector (non-corrections related)
- Other private sector (corrections related)
- Other private sector (non-corrections related)
- Continue education
- None
- Unknown

## Appendix C – Survey: Staffing Information for Turnover Study

### Staffing Information for Turnover Study – FY 2002

- Count the full-time, paid positions (filled and unfilled) available as of **August 31, 2002**.
- Count only officer positions. Do not include clerical or non-supervisory administrative staff.
- Do not double-count. Count in the one most appropriate category based on the primary job function.
- For salaries:
  - ✓ Do not include fringe benefits.
  - ✓ For combined officers (adult and juvenile), include entire annual salary – not just the juvenile portion.
- Definitions for each position type follow the table below.

Please submit this information no later than **September 20, 2002**. If you have questions about this form, please call Karen Friedman for assistance at 512/424-6705.

**Note:** Do not enter spaces for fields that require numeric values. If a field is not applicable, please enter “0” as the value. Please round salaries to the nearest dollar amount.

Headquarter County:

Form Prepared By:

Phone:

Position Type	Certified (or working toward certification) Positions	
	# Full-Time Positions	Average Full-Time, Annual Salary
CJPO		\$
Probation – Administrators		\$
Probation – Specialized Officers (ISP, etc.)		\$
Probation – Line Officers		\$
Detention/Corrections – Administrators		\$
Detention/Corrections – Officers		\$

**CJPO** – Chief Juvenile Probation Officer who exercises executive, administrative, and supervisory direction of local juvenile probation operations.

**Administrators** – juvenile officers who operate in a supervisory capacity, including assistant chiefs, supervisors, coordinators, unit managers, and assistant managers.

**Specialized Officers** – juvenile probation officers who serve in specialized capacities, such as intensive probation services, juvenile justice alternative education services, or Title IV-E programming.

**Line Officers** – juvenile probation officers who carry a caseload and provide an array of services to juveniles on probation.

## Appendix D – Number of Resignations and Turnover Rate per County

Appendix D shows the number of full-time juvenile probation officer, detention officer, and corrections officer positions and resignations or terminations reported in the TJPC ACIS system during fiscal year 2002 and the department's associated turnover rate.

**Appendix D  
Number of Resignations and Turnover Rate per County  
Fiscal Year 2002**

Department (by Headquarter County)	Number of Full-Time Officer Positions (as of 8/31/2002)		Number of Full-Time Officer Resignations or Terminations		Turnover Rate	
	Juvenile Probation Officers	Detention and Corrections Officers	Juvenile Probation Officers	Detention and Corrections Officers	Probation*	Detention and Corrections**
Anderson	4	2	0	0	0.0%	0.0%
Andrews	2	0	0	0	0.0%	0.0%
Angelina	9	9	1	2	11.1%	22.2%
Atascosa	9	26	3	12	33.3%	46.2%
Austin	3	0	0	0	0.0%	0.0%
Bailey	1	0	0	0	0.0%	0.0%
Bandera	6	0	1	0	16.7%	0.0%
Bastrop	13	0	0	0	0.0%	0.0%
Baylor	1	0	0	0	0.0%	0.0%
Bell	33	0	4	0	12.1%	0.0%
Bexar	177	235	16	30	9.0%	12.8%
Bowie	11	0	1	0	9.1%	0.0%
Brazoria	39	34	4	6	10.3%	17.6%
Brazos	33	12	1	0	3.0%	0.0%
Brewster	3	0	0	0	0.0%	0.0%
Brooks	3	0	1	0	33.3%	0.0%
Brown	5	0	0	0	0.0%	0.0%
Burnet	10	0	2	0	20.0%	0.0%
Caldwell	7	0	1	0	14.3%	0.0%
Calhoun	3	0	1	0	33.3%	0.0%
Cameron	40	52	2	8	5.0%	15.4%
Cass	5	0	0	0	0.0%	0.0%
Chambers	1	0	0	0	0.0%	0.0%
Cherokee	7	0	5	0	71.4%	0.0%
Childress	2	0	0	0	0.0%	0.0%
Cochran	1	0	0	0	0.0%	0.0%
Coke	3	0	0	0	0.0%	0.0%
Collin	27	71	0	3	0.0%	4.2%
Comal	9	0	3	0	33.3%	0.0%

**Appendix D**  
**Number of Resignations and Turnover Rate per County**  
**Fiscal Year 2002**

Department (by Headquarter County)	Number of Full-Time Officer Positions (as of 8/31/2002)		Number of Full-Time Officer Resignations or Terminations		Turnover Rate	
	Juvenile Probation Officers	Detention and Corrections Officers	Juvenile Probation Officers	Detention and Corrections Officers	Probation*	Detention and Corrections**
Comanche	5	0	0	0	0.0%	0.0%
Cooke	3	0	0	0	0.0%	0.0%
Coryell	8	0	4	0	50.0%	0.0%
Crane	1	0	0	0	0.0%	0.0%
Crosby	2	0	0	0	0.0%	0.0%
Culberson	1	0	0	0	0.0%	0.0%
Dallam	3	0	1	0	33.3%	0.0%
Dallas	314	301	18	24	5.7%	8.0%
Dawson	3	0	0	0	0.0%	0.0%
Deaf Smith	4	0	3	0	75.0%	0.0%
Denton	44	61	2	21	4.5%	34.4%
Dewitt	2	0	0	0	0.0%	0.0%
Eastland	5	0	0	0	0.0%	0.0%
Ector	12	16	2	6	16.7%	37.5%
El Paso	71	87	8	12	11.3%	13.8%
Ellis	11	0	0	0	0.0%	0.0%
Erath	3	0	0	0	0.0%	0.0%
Fannin	3	0	0	0	0.0%	0.0%
Fayette	3	0	0	0	0.0%	0.0%
Floyd	4	0	1	0	25.0%	0.0%
Fort Bend	40	35	4	8	10.0%	22.9%
Frio	4	0	0	0	0.0%	0.0%
Gaines	2	0	0	0	0.0%	0.0%
Galveston	20	47	3	7	15.0%	14.9%
Garza	2	0	1	0	50.0%	0.0%
Goliad	2	0	1	0	50.0%	0.0%
Gonzales	9	0	2	0	22.2%	0.0%
Gray	5	0	0	0	0.0%	0.0%
Grayson	15	29	1	4	6.7%	13.8%
Gregg	19	24	3	11	15.8%	45.8%
Grimes	3	0	0	0	0.0%	0.0%
Guadalupe	14	27	2	10	14.3%	37.0%
Hale	6	0	0	0	0.0%	0.0%
Hardin	7	1	0	0	0.0%	0.0%
Harris	298	459	44	66	14.8%	14.4%
Harrison	11	26	2	7	18.2%	26.9%

**Appendix D**  
**Number of Resignations and Turnover Rate per County**  
**Fiscal Year 2002**

Department (by Headquarter County)	Number of Full-Time Officer Positions (as of 8/31/2002)		Number of Full-Time Officer Resignations or Terminations		Turnover Rate	
	Juvenile Probation Officers	Detention and Corrections Officers	Juvenile Probation Officers	Detention and Corrections Officers	Probation*	Detention and Corrections**
Haskell	2	0	1	0	50.0%	0.0%
Hays	9	0	1	0	11.1%	0.0%
Henderson	6	0	0	0	0.0%	0.0%
Hidalgo	43	46	3	9	7.0%	19.6%
Hill	5	0	1	0	20.0%	0.0%
Hockley	3	0	0	0	0.0%	0.0%
Hood	6	0	0	0	0.0%	0.0%
Hopkins	8	0	0	0	0.0%	0.0%
Houston	2	0	0	0	0.0%	0.0%
Howard	4	0	0	0	0.0%	0.0%
Hunt	8	8	0	4	0.0%	50.0%
Hutchinson	5	0	1	0	20.0%	0.0%
Jackson	2	0	0	0	0.0%	0.0%
Jasper	7	0	0	0	0.0%	0.0%
Jefferson	30	16	1	4	3.3%	25.0%
Jim Wells	11	0	3	0	27.3%	0.0%
Johnson	11	0	2	0	18.2%	0.0%
Jones	4	0	1	0	25.0%	0.0%
Karnes	6	0	0	0	0.0%	0.0%
Kaufman	9	0	0	0	0.0%	0.0%
Kendall	2	0	0	0	0.0%	0.0%
Kerr	5	0	0	0	0.0%	0.0%
Kleberg	5	0	0	0	0.0%	0.0%
Lamar	2	0	0	0	0.0%	0.0%
Lamb	2	0	0	0	0.0%	0.0%
Lampasas	3	0	0	0	0.0%	0.0%
Lasalle	2	0	0	0	0.0%	0.0%
Leon	1	0	0	0	0.0%	0.0%
Liberty	3	0	0	0	0.0%	0.0%
Limestone	7	4	1	0	14.3%	0.0%
Lubbock	33	63	4	26	12.1%	41.3%
Lynn	1	0	0	0	0.0%	0.0%
Madison	1	0	0	0	0.0%	0.0%
Mason	1	0	0	0	0.0%	0.0%
Matagorda	5	0	0	0	0.0%	0.0%
Maverick	14	0	2	0	14.3%	0.0%

**Appendix D**  
**Number of Resignations and Turnover Rate per County**  
**Fiscal Year 2002**

Department (by Headquarter County)	Number of Full-Time Officer Positions (as of 8/31/2002)		Number of Full-Time Officer Resignations or Terminations		Turnover Rate	
	Juvenile Probation Officers	Detention and Corrections Officers	Juvenile Probation Officers	Detention and Corrections Officers	Probation*	Detention and Corrections**
McCulloch	2	0	0	0	0.0%	0.0%
McLennan	26	42	8	14	30.8%	33.3%
Medina	4	0	0	0	0.0%	0.0%
Midland	13	27	1	2	7.7%	7.4%
Milam	11	0	3	0	27.3%	0.0%
Montague	4	0	0	0	0.0%	0.0%
Montgomery	23	43	1	8	4.3%	18.6%
Moore	4	0	1	0	25.0%	0.0%
Nacogdoches	6	0	4	0	66.7%	0.0%
Navarro	4	0	0	0	0.0%	0.0%
Nolan	6	0	0	0	0.0%	0.0%
Nueces	47	58	3	5	6.4%	8.6%
Ochiltree	1	0	0	0	0.0%	0.0%
Orange	9	0	2	0	22.2%	0.0%
Palo Pinto	2	0	2	0	100.0%	0.0%
Panola	4	0	0	0	0.0%	0.0%
Parker	7	0	1	0	14.3%	0.0%
Pecos	5	9	0	1	0.0%	11.1%
Polk	10	0	2	0	20.0%	0.0%
Potter	18	0	2	0	11.1%	0.0%
Randall	15	34	3	9	20.0%	26.5%
Red River	2	0	0	0	0.0%	0.0%
Reeves	3	1	0	0	0.0%	0.0%
Refugio	1	0	0	0	0.0%	0.0%
Rockwall	4	0	0	0	0.0%	0.0%
Rusk	6	0	1	0	16.7%	0.0%
San Patricio	19	11	3	0	15.8%	0.0%
Scurry	1	0	0	0	0.0%	0.0%
Shelby	1	0	0	0	0.0%	0.0%
Smith	19	24	2	6	10.5%	25.0%
Somervell	1	0	1	0	100.0%	0.0%
Starr	13	25	1	2	7.7%	8.0%
Sutton	2	0	0	0	0.0%	0.0%
Swisher	2	0	0	0	0.0%	0.0%
Tarrant	126	56	12	1	9.5%	1.8%
Taylor	22	28	2	7	9.1%	25.0%

**Appendix D**  
**Number of Resignations and Turnover Rate per County**  
**Fiscal Year 2002**

Department (by Headquarter County)	Number of Full-Time Officer Positions (as of 8/31/2002)		Number of Full-Time Officer Resignations or Terminations		Turnover Rate	
	Juvenile Probation Officers	Detention and Corrections Officers	Juvenile Probation Officers	Detention and Corrections Officers	Probation*	Detention and Corrections**
Terry	3	0	0	0	0.0%	0.0%
Titus	6	0	0	0	0.0%	0.0%
Tom Green	26	10	2	4	7.7%	40.0%
Travis	118	179	2	5	1.7%	2.8%
Tyler	2	0	0	0	0.0%	0.0%
Upshur	5	0	0	0	0.0%	0.0%
Upton	6	0	0	0	0.0%	0.0%
Uvalde	6	0	0	0	0.0%	0.0%
Val Verde	6	8	1	2	16.7%	25.0%
Van Zandt	6	11	0	5	0.0%	45.5%
Victoria	19	33	6	31	31.6%	93.9%
Walker	5	0	2	0	40.0%	0.0%
Waller	3	0	0	0	0.0%	0.0%
Ward	3	0	1	0	33.3%	0.0%
Webb	22	33	3	1	13.6%	3.0%
Wharton	4	0	0	0	0.0%	0.0%
Wheeler	2	0	0	0	0.0%	0.0%
Wichita	25	13	3	5	12.0%	38.5%
Wilbarger	2	0	0	0	0.0%	0.0%
Willacy	4	0	1	0	25.0%	0.0%
Williamson	37	31	6	1	16.2%	3.2%
Winkler	1	0	0	0	0.0%	0.0%
Wise	4	0	0	0	0.0%	0.0%
Wood	4	0	0	0	0.0%	0.0%
Yoakum	2	0	2	0	100.0%	0.0%
Young	5	0	2	0	40.0%	0.0%
Zapata	5	0	0	0	0.0%	0.0%
<b>Total Statewide</b>	<b>2,468</b>	<b>2,367</b>	<b>255</b>	<b>389</b>	<b>10.3%</b>	<b>16.4%</b>

\* Probation turnover rate includes chief juvenile probation officers, probation administrators, specialized probation officers, and probation line officers.

\*\* Detention and corrections turnover rate includes detention/corrections administrators and detention/corrections line officers.

## Appendix E – Salary Supplements per County

Appendix E shows the amount of funds each department received for FY 2002 to put into salary supplements. The table also shows the number of officers (by type and total) that were eligible to receive the funds.

**Appendix E**  
**Salary Supplements per County**

Department (JD if applicable)	Salary Adjustment Total	Number of Officers Supplemented			
		Total	JPO's	JDO's	JCO's
Anderson	\$14,250.00	6	4	2	0
Andrews	\$5,700.00	2	2	0	0
Angelina	\$39,900.00	19	9	10	0
Atascosa	\$58,425.00	33	8	25	0
Austin	\$8,550.00	3	3	0	0
Bailey	\$2,850.00	1	1	0	0
Bandera	\$5,700.00	2	2	0	0
Bastrop - 21st/335th	\$37,050.00	13	13	0	0
Baylor - 50th JD	\$2,850.00	1	1	0	0
Bell	\$94,050.00	33	33	0	0
Bexar	\$835,050.00	408	178	161	69
Bowie	\$31,350.00	11	11	0	0
Brazoria	\$159,600.00	73	39	34	0
Brazos	\$123,975.00	49	38	11	0
Brewster	\$5,700.00	2	2	0	0
Brooks	\$8,550.00	3	3	0	0
Brown	\$14,250.00	5	5	0	0
Burnet/Gillespie - 33rd JD	\$28,500.00	10	10	0	0
Caldwell	\$19,950.00	7	7	0	0
Calhoun	\$8,550.00	3	3	0	0
Callahan	\$0.00	0	0	0	0
Cameron	\$189,525.00	90	43	26	21
Cass	\$14,250.00	5	5	0	0
Chambers	\$2,850.00	1	1	0	0
Cherokee	\$19,950.00	7	7	0	0
Childress - 100th JD	\$8,550.00	3	3	0	0
Cochran	\$2,850.00	1	1	0	0
Coke	\$0.00	0	0	0	0
Coleman	\$0.00	0	0	0	0
Collin	\$163,875.00	77	38	39	0
Comal	\$22,800.00	8	8	0	0
Comanche - 220th JD	\$14,250.00	5	5	0	0
Cooke	\$8,550.00	3	3	0	0

**Appendix E**  
**Salary Supplements per County**

Department (JD if applicable)	Salary Adjustment Total	Number of Officers Supplemented			
		Total	JPO's	JDO's	JCO's
Coryell	\$22,800.00	8	8	0	0
Crane	\$2,850.00	1	1	0	0
Crosby	\$2,850.00	1	1	0	0
Culberson	\$2,850.00	1	1	0	0
Dallam	\$8,550.00	3	3	0	0
Dallas	\$1,144,275.00	490	313	154	23
Dawson	\$8,550.00	3	3	0	0
Deaf Smith	\$11,400.00	4	4	0	0
Denton	\$228,000.00	107	53	37	17
Dewitt	\$5,700.00	2	2	0	0
Eastland	\$5,700.00	2	2	0	0
Ector	\$66,975.00	31	16	15	0
El Paso	\$309,225.00	147	70	30	47
Ellis	\$28,500.00	10	10	0	0
Erath	\$8,550.00	3	3	0	0
Fannin	\$8,550.00	3	3	0	0
Fayette	\$8,550.00	3	3	0	0
Floyd - 110th JD	\$8,550.00	3	3	0	0
Fort Bend	\$171,000.00	78	42	36	0
Frio	\$11,400.00	4	4	0	0
Gaines	\$2,850.00	1	1	0	0
Galveston	\$145,350.00	74	28	41	5
Garza	\$5,700.00	2	2	0	0
Gillespie	\$2,850.00	1	1	0	0
Goliad	\$5,700.00	2	2	0	0
Gonzales - 25th JD	\$19,950.00	7	7	0	0
Gray	\$14,250.00	5	5	0	0
Grayson	\$85,500.00	45	15	30	0
Gregg	\$84,075.00	41	18	22	1
Grimes	\$8,550.00	3	3	0	0
Guadalupe	\$37,050.00	14	12	2	0
Hale	\$14,250.00	5	5	0	0
Hardin	\$21,375.00	8	7	1	0
Harris	\$1,524,750.00	742	328	414	0
Harrison	\$57,000.00	30	10	17	3
Haskell - 39th JD	\$2,850.00	1	1	0	0
Hays	\$25,650.00	9	9	0	0
Henderson	\$17,100.00	6	6	0	0
Hidalgo	\$165,300.00	78	38	21	19
Hill	\$14,250.00	5	5	0	0

**Appendix E**  
**Salary Supplements per County**

Department (JD if applicable)	Salary Adjustment Total	Number of Officers Supplemented			
		Total	JPO's	JDO's	JCO's
Hockley	\$8,550.00	3	3	0	0
Hood	\$17,100.00	6	6	0	0
Hopkins - 8th JD	\$19,950.00	7	7	0	0
Houston	\$5,700.00	2	2	0	0
Howard - 118th JD	\$11,400.00	4	4	0	0
Hunt	\$35,625.00	16	9	7	0
Hutchinson	\$14,250.00	5	5	0	0
Jackson	\$5,700.00	2	2	0	0
Jasper - 1st JD	\$17,100.00	6	6	0	0
Jefferson	\$109,725.00	46	31	15	0
Jim Wells	\$25,650.00	9	9	0	0
Johnson	\$31,350.00	11	11	0	0
Jones - 259th JD	\$11,400.00	4	4	0	0
Karnes	\$17,100.00	6	6	0	0
Kaufman	\$22,800.00	8	8	0	0
Kendall	\$5,700.00	2	2	0	0
Kerr	\$44,175.00	26	5	21	0
Kimble	\$0.00	0	0	0	0
Kleberg	\$14,250.00	5	5	0	0
Lamar	\$5,700.00	2	2	0	0
Lamb	\$5,700.00	2	2	0	0
Lampasas	\$8,550.00	3	3	0	0
Lasalle	\$5,700.00	2	2	0	0
Leon	\$2,850.00	1	1	0	0
Liberty	\$8,550.00	3	3	0	0
Limestone	\$25,650.00	11	7	4	0
Lubbock	\$195,225.00	95	42	53	0
Lynn	\$2,850.00	1	1	0	0
Madison	\$2,850.00	1	1	0	0
Mason	\$2,850.00	1	1	0	0
Matagorda	\$11,400.00	4	4	0	0
Maverick - 293rd JD	\$39,900.00	14	14	0	0
McCulloch	\$5,700.00	2	2	0	0
McLennan	\$136,800.00	68	28	34	6
Medina	\$11,400.00	4	4	0	0
Menard	\$0.00	0	0	0	0
Midland	\$76,950.00	40	14	26	0
Milam - 20th/82nd	\$31,350.00	11	11	0	0
Montague - 97th JD	\$11,400.00	4	4	0	0
Montgomery	\$109,725.00	42	35	7	0

**Appendix E**  
**Salary Supplements per County**

Department (JD if applicable)	Salary Adjustment Total	Number of Officers Supplemented			
		Total	JPO's	JDO's	JCO's
Moore	\$8,550.00	3	3	0	0
Nacogdoches	\$22,800.00	8	8	0	0
Navarro	\$11,400.00	4	4	0	0
Nolan - 32nd JD	\$17,100.00	6	6	0	0
Nueces	\$220,875.00	104	51	23	30
Ochiltree	\$2,850.00	1	1	0	0
Orange	\$28,500.00	10	10	0	0
Palo Pinto	\$5,700.00	2	2	0	0
Panola	\$11,400.00	4	4	0	0
Parker	\$22,800.00	8	8	0	0
Pecos	\$22,800.00	13	3	10	0
Polk - 258th JD	\$31,350.00	11	11	0	0
Potter	\$51,300.00	18	18	0	0
Randall	\$109,725.00	61	16	45	0
Red River	\$5,700.00	2	2	0	0
Reeves	\$14,250.00	6	4	2	0
Refugio	\$5,700.00	2	2	0	0
Rockwall	\$11,400.00	4	4	0	0
Rusk	\$17,100.00	6	6	0	0
San Patricio - 36th JD	\$64,125.00	27	18	9	0
Scurry - 132nd JD	\$2,850.00	1	1	0	0
Shelby	\$2,850.00	1	1	0	0
Smith	\$79,800.00	37	19	18	0
Somervell	\$2,850.00	1	1	0	0
Starr - 229th JD	\$76,950.00	39	15	6	18
Sutton	\$5,700.00	2	2	0	0
Swisher	\$5,700.00	2	2	0	0
Tarrant	\$501,600.00	176	176	0	0
Taylor	\$98,325.00	49	20	29	0
Terry	\$8,550.00	3	3	0	0
Titus - 76th/276th JD	\$17,100.00	6	6	0	0
Tom Green	\$99,750.00	40	30	10	0
Travis	\$558,600.00	257	135	121	1
Tyler	\$5,700.00	2	2	0	0
Upshur	\$14,250.00	5	5	0	0
Upton	\$2,850.00	1	1	0	0
Uvalde - 38th JD	\$17,100.00	6	6	0	0
Val Verde - 63rd JD	\$28,500.00	13	7	6	0
Van Zandt	\$28,500.00	15	5	10	0
Victoria	\$102,600.00	53	19	34	0

**Appendix E**  
**Salary Supplements per County**

Department (JD if applicable)	Salary Adjustment Total	Number of Officers Supplemented			
		Total	JPO's	JDO's	JCO's
Walker	\$14,250.00	5	5	0	0
Waller	\$5,700.00	2	2	0	0
Ward	\$8,550.00	3	3	0	0
Webb	\$111,150.00	55	23	23	9
Wharton	\$11,400.00	4	4	0	0
Wheeler - 31st JD	\$5,700.00	2	2	0	0
Wichita	\$86,925.00	37	24	13	0
Wilbarger - 46th JD	\$5,700.00	2	2	0	0
Willacy	\$11,400.00	4	4	0	0
Williamson	\$163,875.00	71	44	22	5
Winkler	\$2,850.00	1	1	0	0
Wise - 271st JD	\$11,400.00	4	4	0	0
Wood	\$11,400.00	4	4	0	0
Yoakum	\$5,700.00	2	2	0	0
Young - 90th JD	\$14,250.00	5	5	0	0
Zapata	\$11,400.00	5	5	0	0
<b>TOTALS</b>	<b>\$10,217,250.00</b>	<b>4561</b>	<b>2611</b>	<b>1676</b>	<b>274</b>