2021 Turnover Analysis
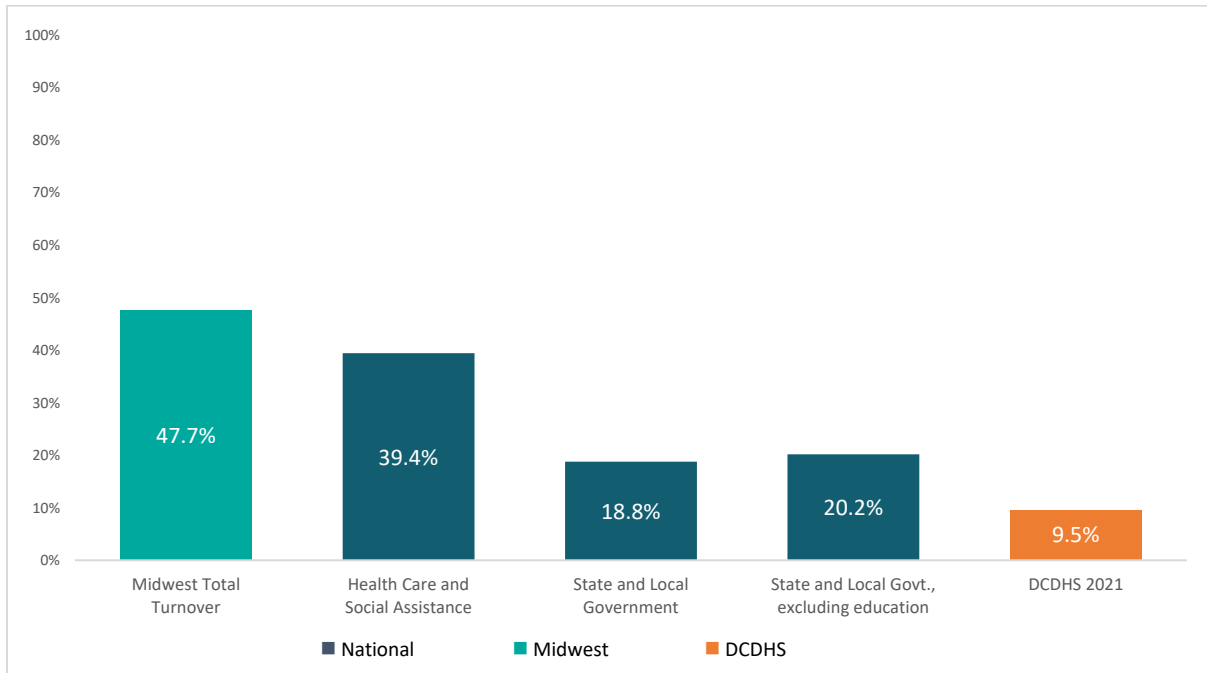
See the final section of this paper, Methodology, for a description of terminology found in this paper including race and ethnicity, discussion of how data was analyzed, and the difference between the turnover rate and the departure rate.

Turnover Nationally[1]

Figure 1: Benchmark Turnover, by Industry, 2021

As shown in Figure 1, the DCDHS departure rate (9.5%) is below all comparable separation rates published by the U.S. Bureau of Labor Statistics. The pandemic has caused unprecedented shifts in the labor market and in employment opportunities in 2020 and some of those impacts continue to persist.

The U.S. Bureau of Labor Statistics does not publish turnover rates by occupation. Casey Family Programs estimated the turnover rate for child welfare workers to be 20-40%[2]. A variety of sources

---

[1] US Bureau of Labor Statistics, Table 16. Annual total separations rates by industry and region, not seasonally adjusted. https://www.bls.gov/news.release/jolts.t16.htm#jolts_table16.f.1 , accessed 3/11/22.

[2] Casey Family Programs. "Turnover Costs and Retention Strategies", Oct. 2017, https://caseyfamilypro-wpengine.netdna-ssl.com/media/HO_Turnover-Costs_and_Retention_Strategies.pdf

examine turnover rates for long-term care staff and provide a range of estimates that point to high turnover rates among RNs, CNAs, LPNs, and other long-term care staff nationally[3,4,5].

Catalyst provides general information about turnover trends and reasons for departures from a wide range of cited sources. That resource can be found at: https://www.catalyst.org/research/turnover-and-retention/

Turnover and Departure, by DCDHS Division

Table 1, below, shows the number of individuals who left a position, by division, and the reason for their departure. See the Methodology section for definitions of turnover rate and departure rate.

- Of the 112 individuals who left a DCDHS position in 2021, 36.6% (41) remained employed by DCDHS. This results in a low departure rate (9.5%) for the year.
- The departure rate for 2021 (9.5%) is slightly lower than the 2020 departure rate (10.1%)
- Of those individuals that left DCDHS, voluntary turnover was the most common reason (64.8% - 46), followed by retirement, (16.9% - 12). The difference between these rates increased from 2020 to 2021.
- The 2021 turnover rate was 15.1%.

The following differences were found to be statistically significant (p<.05):

- The turnover rate and departure rate for the CYF Division is significantly higher than the Department overall rates.
- There are no statistically significant differences between the types of departures for CYF and the balance of the Department.
- The turnover rate and departure rate in EAWS is significantly lower than the Department overall rates.

---

[3] Scales, Kezia. "Staffing in Long-Term Care Is a National Crisis", PHI, June 8, 2018, https://phinational.org/recruitment-retention-long-term-care-national-perspective/.
[4] Spanko, Alex. "Nursing Homes Have 94% Staff Turnover Rate – With Even Higher Churn at Low-Rated Facilities", Skilled Nursing News, March 2, 2021, https://skillednursingnews.com/2021/03/nursing-homes-have-94-staff-turnover-rate-with-even-higher-churn-at-low-rated-facilities/
[5] Gandhi, Ashvin, Yu, Huizi, Grabowski, David. "High Nursing Staff Turnover in Nursing Homes Offers Important Quality Information", Health Affairs, March 2021, https://www.healthaffairs.org/doi/10.1377/hlthaff.2020.00957

Table 1: Turnover and Departure by Division

	Admin, FMS, HAA	ACS	BPHCC	CYF	EAWS	PEI	Grand Total
Promotion	5	5	4	6	3	2	25
Transfer		5	2	7	1	1	16
Departure	5	10	22	24	4	6	71
Grand Total	**10**	**20**	**28**	**37**	**8**	**9**	**112**
2021 Turnover Rate	19.3%	13.9%	14.3%	23.3%	6.2%	13.9%	15.1%
2021 Departure Rate	9.7%	7.0%	11.3%	15.1%	3.1%	9.3%	9.5%

Turnover and Departure, by Race and Ethnicity

Turnover is not usually presented by employee race and ethnicity.

- There is no statistically significant differences between the turnover rate for White staff and Black, Indigenous, (and) People of Color (BIPOC) staff.
- There is no statistically significant difference between the departure rate for White staff and BIPOC staff.
- BIPOC staff left the Department for involuntary reasons (14.7%) at a significantly higher rate than White staff.
- All other departure reason differences between BIPOC and White staff were not statistically significant.

Table 2: Turnover and Departure by Race/Ethnicity

Row Labels	BIPOC	White	Total
Promotion	20.6%	24.7%	22.3%
Transfer	8.8%	16.4%	14.3%
Transfer/Promotion	2.9%	4.1%	3.6%
Retirement	5.9%	13.7%	10.7%
Involuntary	14.7%	1.4%	6.3%
Voluntary	44.1%	38.4%	41.1%
2021 Turnover Rate	15.7%	14.4%	15.1%
2021 Departure Rate	11.1%	8.5%	9.5%

Turnover and Departure, by Tenure

The turnover and departure rates for employees with 0-3 years of service (28.4% and 20.9%) are higher than the departure rates for all other employees (9.8% and 5.1%). This difference is statistically significant. 62% of employees who left DCHDS had less than 4 years of service with the department. The voluntary departure rate among employees with 0-3 years of service was 17.5%, as compared to 1.7% for employees with 4 years or more of service. This difference is statistically significant. Of the 37 staff that resigned with 0-3 years of service, the average tenure was just slightly over one year. Twelve of

these voluntary departures were from LTE positions, some of this higher turnover would be expected with those positions.

Table 3: Turnover and Departures by Tenure

	0-3 Years	4-9 Years	10-15 Years	15-19 Years	20+ Years
Promotion	13	9	2		1
Transfer	3	7	2	2	2
Departure	44	12	3	2	10
Grand Total	**60**	**28**	**7**	**4**	**13**
2021 Turnover Rate	28.4%	11.9%	7.8%	7.0%	8.7%
2021 Departure Rate	20.9%	5.1%	3.3%	3.5%	6.7%

Methodology

Departure Reasons

The raw data set had a code "Transfer/Promotion" for all employees who changed position number at any point in the year as well as for those individuals who were no longer with DCDHS but remained in County employment. There were 47 records (some individuals were included twice, therefore fewer unique individuals) with this termination reason code. Each record was examined and was reclassified as: Transfer, Promotion, or Transfer/Promotion (original code) or deleted.

> *Transfer/Promotion* – These individuals transferred or promoted to a different position within Dane County, but are no longer with DCDHS. These individuals were identified because they did not appear in the data set a second time with a "current_position" code.
>
> *Transfers* – These individuals left one position number within DCDHS and are now working in a second position number. Changes in position numbers without corresponding changes to assignment title or increased pay were categorized as "transfers".
>
> *Deleted* - Several mass transfers were deleted from the data to avoid counting them. These transfers were administrative in nature and were not pertinent to analyzing turnover. These included division assignment changes from CYF to PEI which took place on 12/31/2020 and mass changes from clerk typist to clerk which took place on 5/23/20 and 1/18/20.
>
> *Promotions* – These individuals left one position number within DCDHS and are now working in a second position number. Changes in position numbers with corresponding changes to assignment title or increased pay were categorized as "Promotions". Times when "senior", "leader", or "manager" were added to a title were automatically classified as a Promotion. Most of these changes did not result in the individual leaving their original division. For cases where the title change was not apparent, Dane County class specs for the original and new title were reviewed. If the hourly pay increased the move was categorized as a "Promotion". Where the hourly pay did not change or decreased, the move was categorized as a "Transfer".

In addition to the "Transfer/Promotion" termination reason there were 13 other reasons provided in the data set. They are summarized under 7 reasons within this analysis, as presented below:

Table 4: Departure Reason Crosswalk

Summary Reason	Termination Reason in original dataset (as coded in data)
Retirement	V – RETIRED V - EARLY RETIREMENT
Death/Illness	V - LEAVE OF ABSENSE EXPIRATION V - Deceased
Involuntary	I - DISCHARGED-DID NOT PASS PROBATION I - Terminated

	I - Discharged
Voluntary	V - COMPLETION OF CONTRACT V - ACCEPT NEW JOB (NON-COMPETITOR) V – RESIGNED V – RELOCATION V - PERSONAL REASONS V - Return to school I - ABANDONMENT OF JOB

Turnover and Departure Rates

Turnover rate is the number of separations divided by the average number of employees, multiplied by 100, for a given period[6].

This analysis defined DCDHS *turnover rate* as all employees who left a position for any reason, divided by the average number of employees. This means our Department and division turnover rates include those individuals who left their position but remained with DCDHS (i.e., Transfers and Promotions).

This analysis defined DCDHS *departure rate* as all employees who left DCDHS for any reason, divided by the average number of employees. This means our Department and division departure rates do NOT include individuals who left their position but remained with DCDHS (i.e., Transfers and Promotions). Because Transfers and Promotions are not included in the departure rate, it will always be lower than the turnover rate.

This analysis uses the averages from quarterly data sets throughout 2021 as the denominator. Table 56, 7, and 8, below, show the number of employees in various groups. These numbers are used as the denominators to calculate turnover and departure rates for groups.

Table 5: Number of Employees per Division and Total, Average 2021

Admin, FMS, HAA	ACS	BPHCC	CYF	EAWS	PEI	Grand Total
51.75	143.75	195.25	158.5	129.5	64.75	743.5

Table 6: Number of Employees per Race/Ethnicity Group and Total, Average 2021

BIPOC	Not Specified	White	Grand Total
217.5	18.75	507.25	743.5

---

[6] Society for Human Resource Management (SHRM). (n.d.) *How to Determine Turnover Rate*. https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/determineturnoverrate.aspx

Table 7: Number of Employees per Title, Average 2021

CERTIFIED NURSING ASSISTANT	REGISTERED NURSE	SENIOR SOCIAL WORKER	SOCIAL WORKER
114.75	29.25	95	74.1

Race & Ethnicity

Employee records are the source of race and ethnicity used in this data. Dane County Department of Administration (DOA), Employee Relations is responsible for this data and collects race and ethnicity data as one field. Individuals are able to self-select <u>one</u> of the following (as written here) for race and ethnicity: White, Hispanic or Latin, Black or African American, Asian, American Indian/Alaska Nat, Not Specified, Native Hawaiian/Pacific Isl, Two or More Races, or leave the field blank. All blanks are recoded as "not specified".

There are small numbers of DCDHS employees who identify as either American Indian/Alaska Nat or Native Hawaiian/Pacific Isl. For this reason, and to increase N size to allow for more robust analysis, this analysis combines all individuals who identified as a race or ethnicity other than White or Not Specified as Black, Indigenous, (and) People of Color (*BIPOC*). Five individuals left the Department whose race was coded as "Not Specified", they are dropped from the presentation of this data because of the group's small N size does not enable statistical comparison with either White or BIPOC staff.