

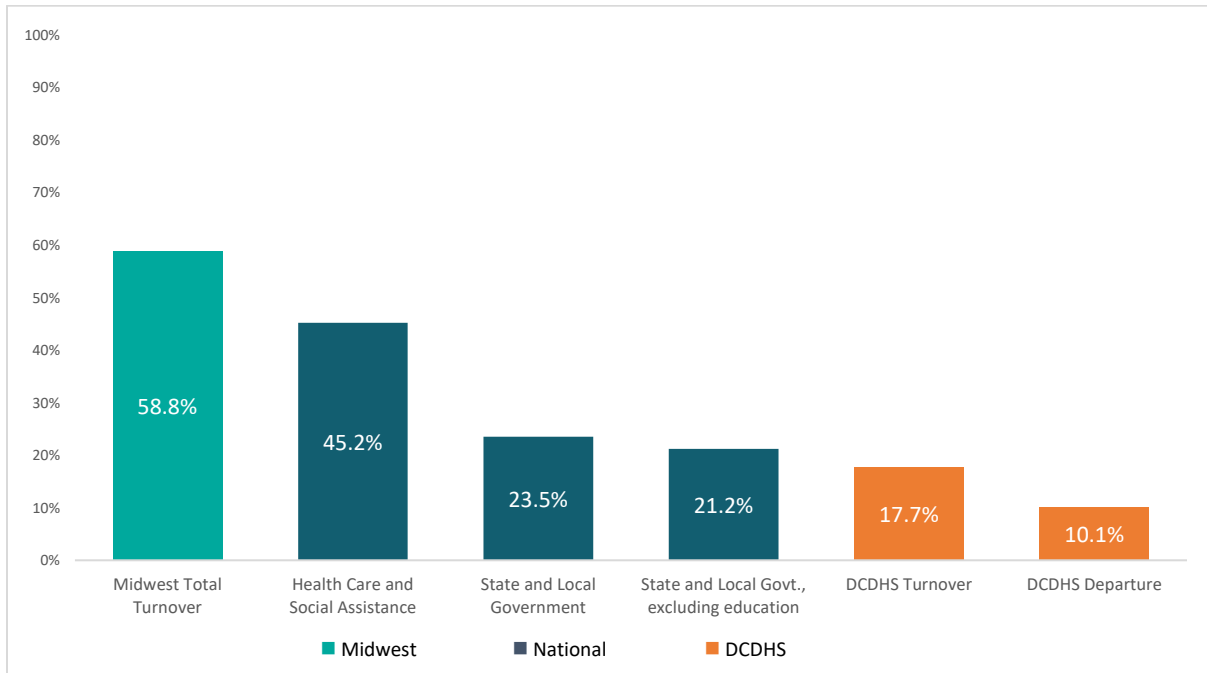


2020 Turnover Analysis

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 Nationally¹

Figure 1: Benchmark Turnover, by Industry, 2020



As shown in Figure 1, the DCDHS turnover rate (17.7%) and departure rate (10.1%) is below all comparable turnover rates published by the U.S. Bureau of Labor Statistics. The definition of turnover within this report includes individuals who left their position but not the department (internal transfers and promotions). Departure is defined as employees who left DCDHS completely, and is more comparable to the U.S. Bureau of Labor Statistics definition of turnover. Nationally, the 2020 overall turnover rate was 13.4 percentage points higher (57.3%) than the average turnover rate for the

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>, accessed 11/3/21

preceding four years (43.9%). The pandemic has caused unprecedented shifts in the labor market and in employment opportunities.

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 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 124 individuals who left a DCDHS position in 2020, 42.7% (53) remained employed by DCDHS. This results in a low departure rate (10.1%) for the year.
- Of those individuals that left DCDHS voluntary turnover was the most common reason (22.6% - 28), followed closely by retirement, (21.8% - 27).
- While there are statistically significant differences in turnover rate across DCDHS divisions, there are no statistically significant differences in departure rates across DCDHS divisions.

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

- The turnover rate in the Admin/FMS/HAA and CYF Divisions is significantly higher than the Department overall turnover rate.
 - The high turnover rate in Admin/FMS/HAA is attributable to a high number of retirements.
 - The high turnover rate in CYF is attributable to a high number of transfers. Nearly 30% of those transfers stayed within CYF, 65% of transfers went to PEI.
- The turnover rate in EAWS is significantly lower than the Department overall turnover rate.

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

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	3	8	3	9	2	5	30
Transfer	1	2	2	17	1		23
Departure	9	13	22	18	6	3	71
Grand Total	13	23	27	44	9	8	124
2020 Turnover Rate	32.5%	17.8%	14.5%	27.5%	7.2%	12.9%	17.7%
2020 Departure Rate	22.5%	10.1%	11.8%	11.3%	4.8%	4.8%	10.1%

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 depart due to retirement (8.3%) at lower rates than White staff depart due to retirement (27.9%), this difference is statistically significant. This difference is tied to the differences in seniority between White and BIPOC staff, as discussed in the quarterly DCDHS Employee Demographics publications.
- All other departure reason differences between BIPOC and White staff were not statistically significant.

Table 2: Turnover and Departure by Race/Ethnicity

	BIPOC	White	Grand Total
Promotion	27.8%	23.3%	24.2%
Transfer	22.2%	16.3%	18.5%
Transfer/Promotion	5.6%	4.7%	4.8%
Retirement	8.3%	27.9%	21.8%
Involuntary	8.3%	4.7%	5.6%
Voluntary	27.8%	19.8%	22.6%
2020 Turnover Rate	17.7%	17.6%	17.7%
2020 Departure Rate	8.9%	10.6%	10.1%

Turnover and Departure, by Title

There were six titles that had more than 5 departures in 2020 - Account Clerk II, Certified Nursing Assistant, Economic Support Specialist, LTE Social Worker, Senior Social Worker, and Social Worker. These same position titles account for 52.3% of all DCDHS employees and 54.8% of all 2020 departures.

Account Clerk II and LTE Social Worker are dropped from the analysis due to their small numbers of overall employees.

Social Workers had a statistically significant higher turnover rate (30.8%) and departure rate (20.0%) as compared to all DCDHS employees not classified as social workers. In 2020 50% of social workers left their jobs voluntarily, while only 17.3% of other DCDHS staff not classified as social workers left for a voluntary reason. This difference is statistically significant.

Three of six LTE social workers were promoted within the Department while another two were transferred. Only one of six LTE social workers left voluntarily. This difference is not significant, due to small N sizes, but is noteworthy.

Table 3: Turnover and Departures for Common Assignment Titles

	CERTIFIED NURSING ASSISTANT	ECONOMIC SUPPORT SPECIALIST	SENIOR SOCIAL WORKER	SOCIAL WORKER
2020 Turnover Rate	10.9%	7.1%	17.3%	30.8%
2020 Departure Rate	10.0%	6.0%	6.1%	20.0%

Turnover and Departure, by Tenure

This analysis is unable to provide information about turnover and departure rates by tenure, as the data set used for this analysis did not include date of hire. That data will be added to establish a baseline, starting in 2021. Turnover rates for the last three quarters of 2021 indicate that 50% or more of employees who leave the Department have 0-3 years of service with DCDHS. See quarterly DCDHS Employee Demographics publications for more information.

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 136 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 14 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 ABSENCE 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 period⁶.

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.

It is worth noting that the denominator (the *average* number of employees) is usually measured over several periods. This analysis uses data from mid-August 2020 as the denominator. This single data point standing in for the average means that the variance within the turnover and departure rates could be significant. Additional data would provide a better estimate. Table 5, 6, and 7, below, show the number of employees in various groups as of August 2020. These numbers are used as the denominators to calculate turnover and departure rates for groups.

Table 5: Number of Employees per Division and Total, August 2020

Admin, FMS, HAA	ACS	BPHCC	CYF	EAWS	PEI	Grand Total
40	129	186	160	125	62	702

Table 6: Number of Employees per Race/Ethnicity Group and Total, August 2020

BIPOC	Not Specified	White	Grand Total
203	4	490	702

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, August 2020

CERTIFIED NURSING ASSISTANT	ECONOMIC SUPPORT SPECIALIST	SENIOR SOCIAL WORKER	SOCIAL WORKER
110	84	98	65

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 one 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**). Only 2 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.