



2022 Turnover & Departure Analysis

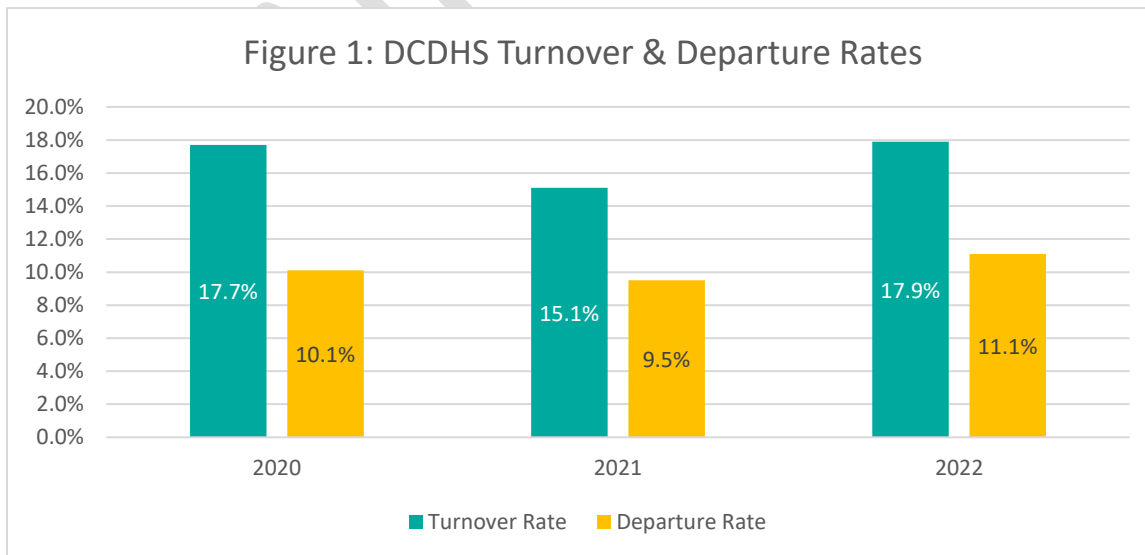
*This is a correction to the file originally produced in April of 2023. Previously social workers that were reclassified to senior social workers were counted as a “promotion” and should not have been. This change in data impacted 6 individuals and did not substantially change ratios.

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.

DCDHS Turnovers & Departures

The Dane County Department of Human Services calculates two rates – turnover rate and departure rate. The turnover rate includes individuals who transferred or promoted to a different position in the year, but stayed with DCDHS. The departure rate does not include these individuals, it is limited to those that left DCDHS entirely.

Both rates are important because internal transfers and promotions do result in a vacant position and often that work is covered by other DCDHS staff, just as it is when an employee leaves the Department. Transfers and Departures may be based in similar job satisfaction issues.



Unlike previous years, there is not a good state or national turnover rate for which to compare the DCDHS rate. See the methodology section to follow for more information. The turnover and departure

rates increased slightly from 2021 to 2022. This increase is in alignment with national workforce trends in 2022 and is expected to continue into 2023¹.

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 135 individuals who left a DCDHS position in 2022, 37.8% (51) remained employed by DCDHS. This results in departure rate of 11.4% for the year.
- The departure rate for 2022 (11.1%) is slightly higher than the 2021 departure rate (9.5%)
- Of those individuals that left DCDHS, voluntary turnover was the most common reason (70.2% - 59), followed by retirement, (19% - 14).
- The turnover rate is higher than the departure rate because it includes the departures as a result of promotions and transfers. It is the impact our DCDHS staff feel in “people movement”.



- Of the nearly 40% of staff that stayed with the Department, but moved position due to a transfer or promotion, 59.6% (34 of 51 people) of the movement was due to promotions and the balance was due to transfers. See methodology for a discussion on how the data is coded.

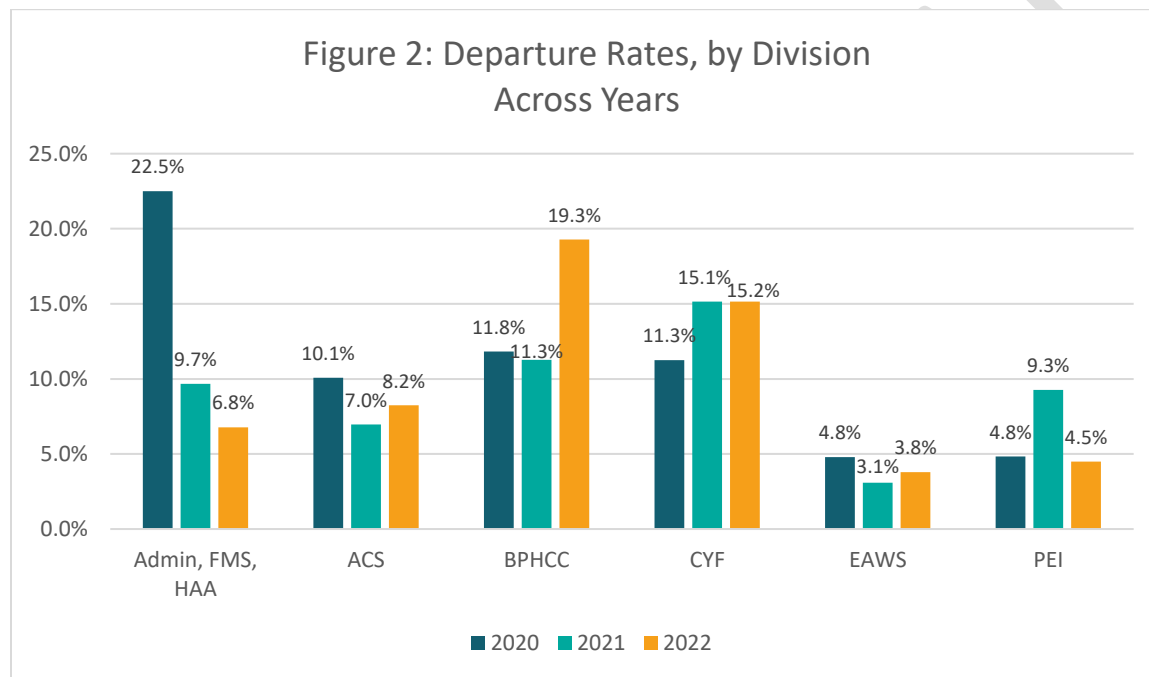
The following differences were found to be statistically significant ($p < .05$):

- The turnover rate and departure rate for BPHCC is significantly higher than for the balance of the Department. The higher turnover rate is rooted in the higher departure rate. About 80% of the employees whom left their positions ALSO left the Department.
- The turnover rate and departure rate for EAWS is significantly lower than for the balance of the Department. Again, the low Department departure rate drives the lower turnover rate, but about 83% of the employees whom left their positions ALSO left the Department.
- The turnover rate for the CYF Division is significantly higher than the balance of the Department, but the CYF departure rate, while slightly higher than the Department, is NOT statistically significant.
- Statistical significance tests were not computed for differences in departure reasons between divisions.

¹ <https://hbr.org/2023/01/9-trends-that-will-shape-work-in-2023-and-beyond>

Table 1: Turnover and Departure by Division

	Admin, FMS, HAA	ACS	BPHCC	CYF	EAWS	PEI	Grand Total
Promotion	4	6	7	14		3	34
Transfer	2	6	2	5	1	1	17
Departure	4	13	36	23	5	3	84
Grand Total	10	27	45	46	6	7	135
2022 Turnover Rate	16.9%	17.1%	24.1%	27.7%	4.6%	10.5%	17.9%
2022 Departure Rate	6.8%	8.2%	19.3%	15.2%	3.8%	4.5%	11.1%



Turnover and Departure, by Assignment Title

There are 6 frequent job titles throughout DCDHS that account for slightly over half (55.8%) of all DCDHS employees. Turnover from positions with these titles account for 51.9% (70 of 135) of the total Department 2022 turnover.

In 2022 DCDHS employed an average of 107.5 CNAs, 27 of whom left their position in 2022, resulting in a turnover rate of 25%. Of those 27 CNAs who left their position, 85.2% (23 of 27) left DCDHS as well, while only 14.8% left for a promotion or transfer. This results in a higher than average turnover and departure rate for CNAs. The turnover and departure rate for BPHCC is driven by the turnover and departures of CNAs (27 of 45 individuals who left a position).

In 2022 DCDHS employed an average of 66.75 staff with the Social Worker classification (this does not include Senior Social Worker, Lead Social Worker, or Social Work Supervisor). Among the Social Worker classification there is also high turnover (33.0% of social workers left their position) and high departure rates (25.5% of social workers left the department). A portion of the turnover rate for social workers is

due to promotions (13.6%, 3 of 22 people) to titles such as Senior Social Worker or Lead Social Worker; there were only 2 transfers in 2022 that contributed to the turnover rate. Of the 17 social workers that left the Department, 15 were for voluntary reasons and none were due to retirement.

It is of note that 4 of 5 departures for Economic Support Specialist and Senior Social Worker were due to retirements.

Table 2: Turnover and Departure by Assignment Title

	CERTIFIED NURSING ASSISTANT	REGISTERED NURSE BPHCC	CLERK I-II	ECONOMIC SUPPORT SPECIALIST	SENIOR SOCIAL WORKER	SOCIAL WORKER	Total
Promotion	3	0	2	0	5	3	14
Transfer	1	1	2	1	3	2	9
Departure	23	1	1	3	2	17	48
n=	27	2	5	4	10	22	70
2022 Turnover Rate	25.0%	7.1%	16.8%	4.4%	10.2%	33.0%	16.6%
2022 Departure Rate	21.4%	3.5%	3.4%	3.3%	2.0%	25.5%	11.2%

Turnover and Departure, by Race and Ethnicity

Turnover is not usually presented by employee race and ethnicity.

Table 3: Turnover and Departure by Race/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 (12.2%) at a significantly higher rate than White staff.
- All other departure reason differences between BIPOC and White staff were not statistically significant.

Position Departure Reason	BIPOC	White	Grand Total
Promotion	15.0%	30.4%	25.2%
Transfer	12.5%	12.0%	12.6%
Retirement	7.5%	14.1%	11.9%
Death/Illness/Personal	0.0%	3.3%	2.2%
Involuntary	12.5%	1.1%	4.4%
Voluntary	52.5%	39.1%	43.7%
2022 Turnover Rate	17.9%	18.9%	17.9%
2022 Departure Rate	13.0%	10.4%	11.1%

Turnover and Departure, by Tenure

The turnover and departure rates for employees with 0-3 years of service (33.5% and 23.9%) are higher than the turnover and departure rates for all other employees (11.9% and 6.2%). This difference is

statistically significant. 76.9% of employees (50 of 65) 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 21.0% (44 of 210 people), as compared to 2.8% (15 of 545) for employees with 4 years or more of service. This difference is statistically significant. Of the 44 staff that resigned with 0-3 years of service, the average tenure was about 8.5 months. Only 4 of these 42 positions were LTE positions.

Table 4: Turnover and Departures by Tenure

	0-3 Years	4-9 Years	10-15 Years	15-19 Years	20+ Years
Promotion	17	7	5	1	4
Transfer	3	9	1	1	3
Departure	50	12	8	3	11
Grand Total	70	28	14	5	18

2022 Turnover Rate	33.5%	12.0%	14.1%	8.3%	11.9%
2022 Departure Rate	23.9%	5.1%	8.1%	5.0%	7.3%

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Methodology

BLS Comparisons

For the 2020 and 2021 DCDHS Turnover analysis, turnover and departure rates were compared to national statistics released by the U.S. Bureau of Labor Statistics. Specifically, the “annual total separations rates by industry and region, not seasonally adjusted”, Table 16. In April of 2022 that table showed separation rates in total of 43.3% to 56.8%, as shown below.

Table 16. Annual total separations rates by industry and region, not seasonally adjusted

Table 16. Annual total separations rates by industry and region, not seasonally adjusted⁽¹⁾
[percent]

Industry and region	2017	2018	2019	2020	2021
Total	43.3	44.5	45.1	56.8	47.2

Figure 1: BLS data per "WayBack Machine"²

“Effective with the release of national data on March 8, 2023, JOLTS modified its method for calculating annual estimates for hires and separation rates.”³ As of this change that data title belongs to Table 20, with some modifications. The change in methodology is such that it is no longer a useful comparison. The data has significantly changed and does not seem to be comparable to the DCDHS data any longer. See figure below.

Table 20. Annual average total separations rates by industry and region, not seasonally adjusted

Table 20. Annual average total separations rates by industry and region, not seasonally adjusted⁽¹⁾
[percent]

Industry and region	2018	2019	2020	2021	2022
Total	3.7	3.8	4.7	3.9	3.9

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 144 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, Voluntary, or Dept. Reorg.

Voluntary – 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. Nine (9) individuals left their DCDHS position for a position with a different county department.

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”. Likewise, moves that may have resulted in a decrease in pay/title were also included as “transfers”. Examples of transfers

² <https://web.archive.org/web/20220422073923/https://www.bls.gov/news.release/jolts.t16.htm> accessed 3/14/2023.

³ <https://www.bls.gov/news.release/jltst.nr0.htm>

include: Lead Social Worker to Senior Social Worker, CNA to Clerk I-II, Social Service Specialist Bilingual to Case Manager, etc.

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”. Examples of title changes that were classified as a promotion include: Senior Social Worker to Lead Social Worker, CNA to Licensed Practical Nurse, and Senior Social Worker to Social Work Supervisor.

Dept. Reorg – The movement of staff from one department code to another department code as the Behavioral Health Division was created and the ACS division was renamed to Disability and Aging Services, all showed as “transfer/promotion” in the original data. These were re-coded as “Dept. Reorg” and included about 70 people. Because the data is manually re-coded it is possible that it is not 100% accurate. Folks recoded as “Dept. Reorg” were not included in the turnover or departure calculations.

In addition to the “Transfer/Promotion” termination reason there were 8 other reasons provided in the data set. They are summarized under 4 reasons within this analysis, as presented below:

Table 5: Departure Reason Crosswalk

Summary Reason	Termination Reason in original dataset (as coded in data)
Retirement	V – RETIRED
Death/Illness	V - LEAVE OF ABSENCE EXPIRATION V - Deceased
Involuntary	I - DISCHARGED-DID NOT PASS PROBATION I - Terminated
Voluntary	V - COMPLETION OF CONTRACT V - ACCEPT NEW JOB (NON-COMPETITOR) V - RESIGNED

Turnover and Departure Rates

Turnover rate is the number of separations divided by the average number of employees, multiplied by 100, for a given period⁴.

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 2022 as the denominator. The tables 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 6: Number of Employees per Division and Total, Average 2022

Admin, FMS, HAA	ACS	BPHCC	CYF	EAWS	PEI	Grand Total
59.00	157.75	186.75	151.75	131.75	66.75	753.75

Table 7: Number of Employees per Race/Ethnicity Group and Total, Average 2022

BIPOC	Not Specified	White	Grand Total
223.5	20.5	509.75	753.75

Table 8: Number of Employees per Title, Average 2022

CERTIFIED NURSING ASSISTANT	REGISTERED NURSE	CLERK I-II	ECONOMIC SUPPORT SPECIALIST	SENIOR SOCIAL WORKER	SOCIAL WORKER
107.5	28.25	29.75	90	98.5	66.75

Table 9: Number of Employees per Tenure Bucket, Average 2022

0-3 Yrs	4-9 Yrs	10-15 Yrs	15-19 Yrs	20+ Yrs
209.25	233.75	99	60.25	151.5

⁴ 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>

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**). 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.