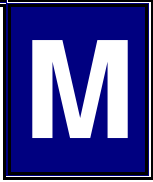




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**Employee Turnover
Ohio Provider Resource
Association**



Employee Turnover

Ohio Provider Resource Association
January - December 2010

Prepared By:

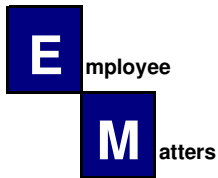
BARRY ASSOCIATES, LLC
Technical Assistance for Behavioral
Health & Developmental Disabilities
Providers, Chapel Hill, North Carolina



**Ohio Provider Resource Association
Employee Turnover
January - December 2010**

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For The Ohio Provider
Resource Association

Section **A**

1

The results of OPRA's employee turnover survey are presented in table and graphic formats for the following twelve month period:

- January - December 2010

Responding organizations were asked to record the monthly information regarding employee staffing and separations for each of the three quarters..

- Average number of employees in the job category
- Number of employee separations in the job category
- Length of employment for separated employees

These data were collected and reported for the following job categories:

1. Direct care staff
2. Managers and supervisors
3. Clerical and support staff
4. Others

Employee Turnover Measures

Mean

This is the average employee turnover rate computed by summing the number of employee separations during the period and dividing by the total number of employees. An organizational mean is computed by summing each organization's mean turnover rate and dividing this value by the number of reporting organizations.

Median

The median is the turnover rate in the middle of the distribution recorded by all responding organizations. For example, if there were 41 organizations reporting turnover data, the turnover rate of the 21st organization (midpoint of the distribution) would be the median.

Lowest

This is the turnover rate located at the bottom of the distribution of turnover rates reporting by responding organizations.

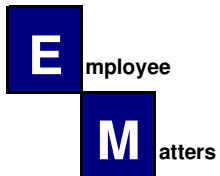
Highest

This is the turnover rate located at the top of the distribution of turnover rates reporting by responding organizations.

Summary of Findings

		Jan-Dec 2010	
1	Number of OPRA Members	13	
2	Average Turnover Rate	40.3%	
3	Median Turnover Rate	37.1%	
4	Lowest Turnover Rate	25.2%	
5	Highest Turnover Rate	70.5%	
6	Job With Highest Turnover Rate	Direct Support Professionals / Habilitation Assts	44.9%
7	Job With Lowest Turnover Rate	Managers - Administrative	12.3%
8	Average Number of Employee Separations / Member Organization	130	
	• Org with highest number	478	
	• Org with lowest number	53	
9	Length of Employment (LOE) for Separated Employees (In Months)	Months	
	• All Employees Median LOE	4.9	See Graph One
10	• DSPs Median LOE	5.1	See Graph One
	DSPs/Habilitation Assistants comprise 80% of reported work-force and 90% of total turnover	28% of separated employees did so within 3 months of initiating employment	See Graph Three

- A range of direct and quantifiable costs are associated with employee turnover among OPRA members participating in this survey (e.g., vacancy costs, replacement expenses, training costs) and these costs continue to mount.
- During the January-December 2010 period, separated employees particularly direct care staff/habilitation assistants discontinued employment early within the employment cycle (i.e., 28% of separations during the period occurred within three months of beginning their job and 43% took place within six months).



For The Ohio Provider
Resource Association

Section **A**

3

- This finding is somewhat lower than results of a 2004 study¹ regarding the length of employment among separated staff in agencies providing residential supports. This inquiry reported 51% of separations took place within six months of employment.

¹ Staff Turnover Survey: Summary Report on Staff Stability Data Reported in National Core Indicators. National Association of State Directors of Developmental Disabilities Services and the Human Service Research Institute, February 2007.



Section **B**

The following data table and graphs display results for a) employee turnover and b) length of employment for separated staff during the period January-December 2010.

The data table reports this information for the following job categories:

1. Direct care staff
 - A. Direct support professionals / habilitation assistants
 - B. Direct service providers - bachelor's degree and above
2. Managers and supervisors
3. Clerical and support staff
4. Others

As displayed, there was an overall turnover rate of 40.3% for the year. Direct support staff / habilitation assistants account for over 80% of the general workforce and 95% of all direct care providers. This group of employees had the year's highest turnover rate of 44.9%. See Table One and Figure One for details of the employee groups listed above.

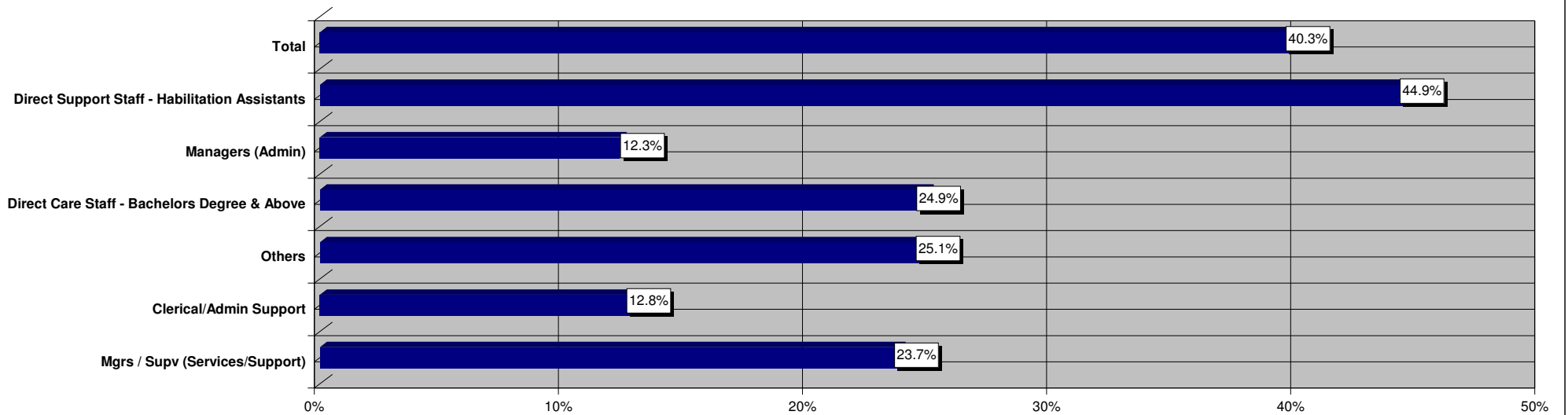
The length of employment for staff separated during the year is outlined in Figures Two through Five. Each figure shows the percentage of separations occurring within the time frames of 1) less than three months, 2) less than six months, 3) less than twelve months, 4) between one and three years, and 5) more than three years. These data are displayed for the following employee groups:

- All employees combined
- Direct care staff / habilitation assistants
- Direct service employees - Bachelor's degree and above
- Managers and supervisors - services and supports

Employee Groups		Organizational Turnover Measures					Employee Separations by Length of Employment								
		Total	Average	Median	Lowest	Highest	< 3 Months	3-6 Months	6-12 Months	1-3 Years	>3 Years	Not Known	TOTALS		
1	Direct Care Providers: Direct Support Professionals and Related Direct Care Staff	Number of OPRA Members Reporting	13												
		Number of Employees	3,379												
		Number of Employee Separations	1,518												
		Turnover Rate	44.9%	47.9%	45.1%	27.8%	80.3%	# Employee Separations	419	231	261	379	226	2	1,518
							% of Total Separations	28%	15%	17%	25%	15%	0%	100%	
2	Direct Care Providers: Bachelors Level and Above¹	Number of OPRA Members Reporting	13												
		Number of Employees	181												
		Number of Employee Separations	45												
		Turnover Rate	24.9%	27.9%	17.5%	0.0%	93.8%	# Employee Separations	4	4	-	12	18	7	45
							% of Total Separations	9%	9%	0%	27%	40%	16%	100%	
3	Managers/Supervisors: Services/Support	Number of OPRA Members Reporting	13												
		Number of Employees	363												
		Number of Employee Separations	86												
		Turnover Rate	23.7%	19.6%	9.4%	0.0%	67.5%	# Employee Separations	8	8	13	27	30	-	86
							% of Total Separations	9%	9%	15%	31%	35%	0%	100%	
4	Managers/Supervisors: Administrative	Number of OPRA Members Reporting	13												
		Number of Employees	98												
		Number of Employee Separations	12												
		Turnover Rate	12.3%	9.8%	6.3%	0.0%	30.0%	# Employee Separations	-	1	5	5	1	-	12
							% of Total Separations	0%	8%	42%	42%	8%	0%	100%	
5	Clerical/Administrative Support	Number of OPRA Members Reporting	13												
		Number of Employees	109												
		Number of Employee Separations	14												
		Turnover Rate	12.8%	13.1%	3.7%	0.0%	40.0%	# Employee Separations	4	-	1	4	5	-	14
							% of Total Separations	29%	0%	7%	29%	36%	0%	100%	

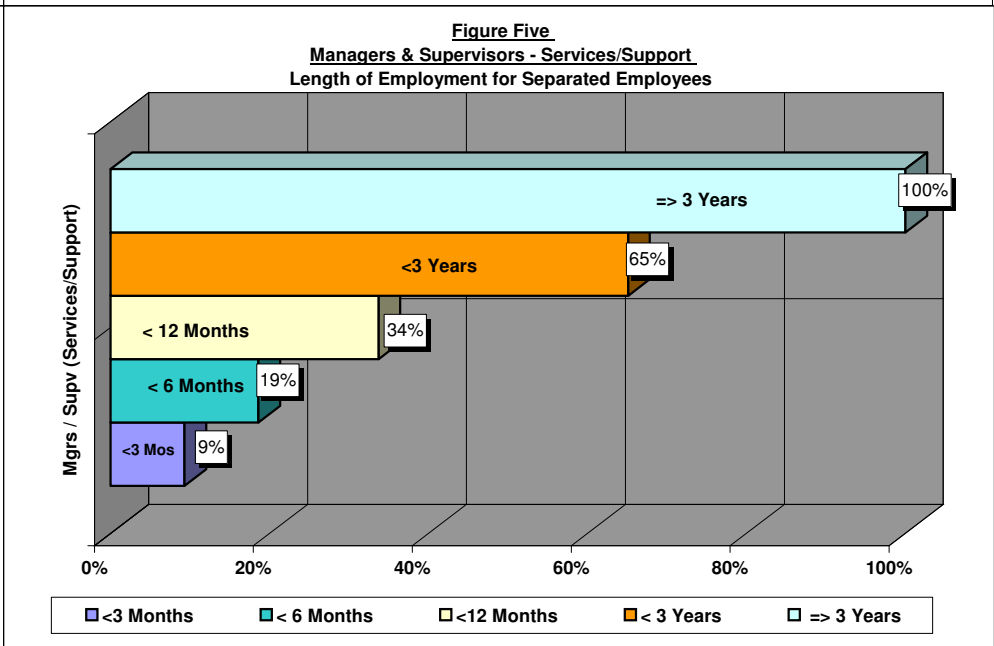
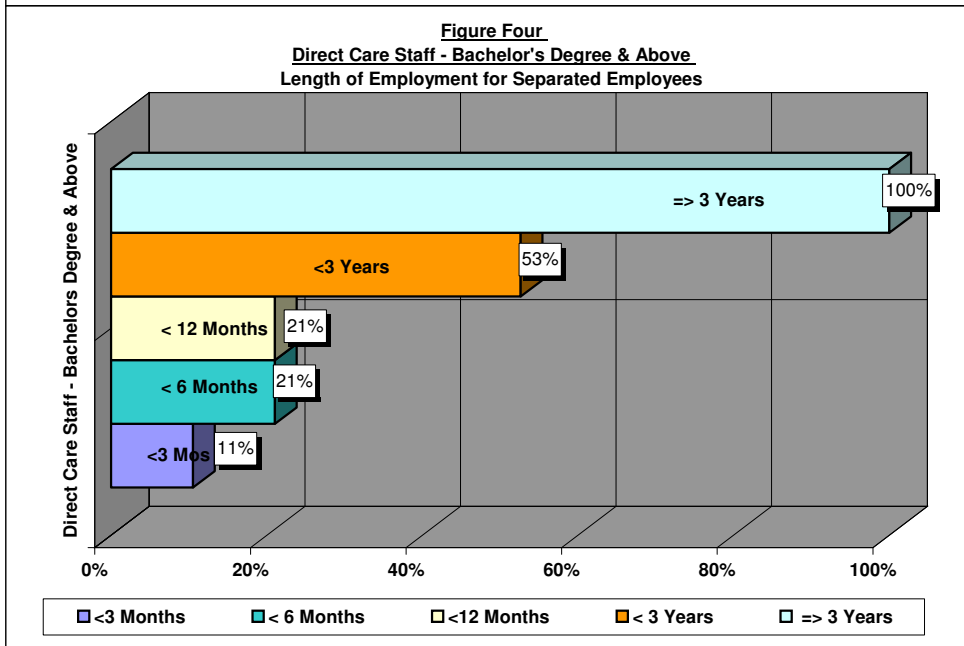
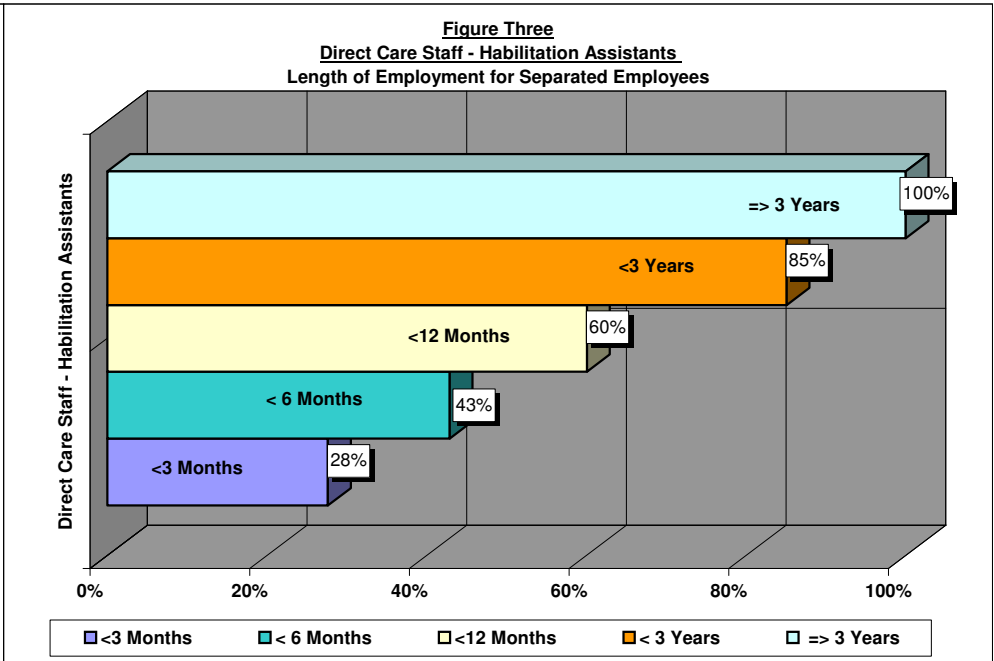
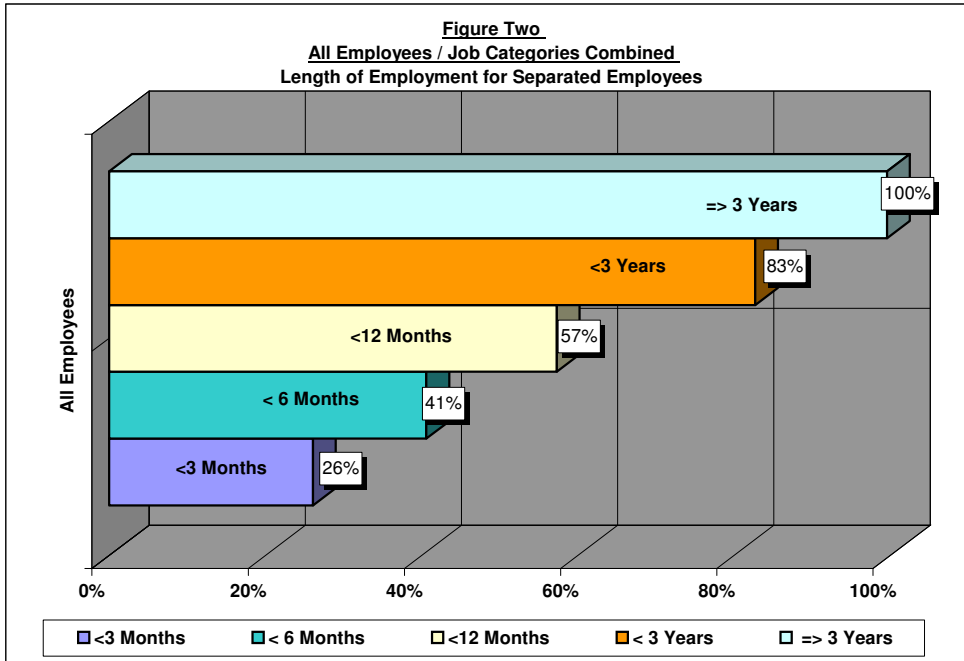
Employee Groups		Organizational Turnover Measures					Employee Separations by Length of Employment						
		Total	Average	Median	Lowest	Highest	< 3 Months	3-6 Months	6-12 Months	1-3 Years	>3 Years	Not Known	TOTALS
6	Other Employees	Number of OPRA Members Reporting	13										
		Number of Employees	84										
		Number of Employee Separations	21										
		Turnover Rate	25.1%	33.0%	16.1%	0.0%	120.0%						
TOTALS		Number of OPRA Members Reporting	13										
		Number of Employees	4,208										
		Number of Employee Separations	1,694										
		Turnover Rate	40.3%	41.2%	37.1%	25.2%	70.5%						
		# Employee Separations					7	2	3	3	6	-	21
		% of Total Separations					33%	10%	14%	14%	29%	0%	100%
		# Employee Separations					442	246	283	430	286	7	1,694
		% of Total Separations					26%	15%	17%	25%	17%	0%	100%

Figure One
Employee Turnover For OPRA Member Organizations
January - December 2010



¹ = Includes nurses in job count

Employee Separations By Length of Employment



Recommendations

1 Strengthen OPRA Member Participation

To strengthen confidence that turnover findings are representative of the membership it will be necessary for OPRA to enlist the support of its members in subsequent data gathering efforts.

Consequently, it will be necessary to identify and, as needed, minimize data gathering obstacles while strategies to gain optimal participation among OPRA's membership are determined and acted upon.

2 Implement Measures to Gain Strategic Focus on Employee Turnover

In conjunction with concerns highlighted above, it is recommended that employee turnover data collection continue as formulated by OPRA's Human Resource Committee.

Employee Exit Data

From previous data gathering initiatives we have learned that OPRA members experience an extraordinarily high level of employee attrition. But in addition to documenting the extent of the turnover issue what is sorely missing is an understanding of why they are leaving. Is it the pay or work conditions? Perhaps some find themselves in a job for which they were not particularly well suited. Or maybe they did not receive the training necessary to discharge their responsibilities.

Whatever the reasons, they need to be more fully understood, especially for Direct Services Professionals (DSPs) as they represent over 80% of the membership's workforce and 90% of total employee separations.

To address these concerns, a revised, two-part format for gathering turnover data is planned beginning January, 2011. The two elements are:

- **Part A** (Core Data)

To ensure that employee turnover data is **reported uniformly**, OPRA members will be asked to report on a monthly basis the 1) number of DSP employees and 2) the number of separations. These data will assist in accomplishing our goal of documenting the extent of the turnover issue among member agencies and enable OPRA to communicate this information with legislators, state departments, families and other key constituencies.

- **Part B** (Optional)

This section is to be completed by members who have access to the requested information and want to share/benchmark these data with others. This will OPRA members achieve a related goal of offering Human Resource personnel comparative data they can use to better manage their organizations.

The following optional data will be requested:

- 1 How many terminations were voluntary and what was the reason for termination?
- 2 How many terminations were involuntary and what was the reason for termination?
- 3 How many terminations were part time staff? Full time staff?
- 4 How many years of service did each terminated employee have?

See Exhibit A for illustration of the 2011 DSP Turnover Schedule.

Respondent Profile

Organization's Primary Location	Number Of OPRA Members	% Of Total Respondents
Urban	4	31%
Suburban	1	8%
City	3	23%
Rural	5	38%
Not Reported	0	0%
Totals	13	100%

Annual Budget	Number Of OPRA Members	% Of Total Respondents
<\$ 3,000,000	0	0%
\$ 3,000,000 - \$ 6,999,999	2	15%
\$ 7,000,000 - \$ 9,999,999	6	46%
\$ 10,000,000 - \$ 12,999,999	0	0%
=> \$ 13,000,000	1	8%
Not Reported	4	31%
Totals	13	100%

Number of Employees	Number Of OPRA Members	% Of Total Respondents
<100	1	8%
100-149	1	8%
150-199	3	23%
200-249	1	8%
250-299	0	0%
=>300	3	23%
Not Reported	4	31%
Totals	13	100%



OHIO PROVIDER RESOURCE ASSOCIATION

DIRECT SUPPORT PROFESSIONALS - TURNOVER DATA RECORD

Exhibit A

Name Of Your Organization: _____

City: _____ State: Ohio Zip _____

Person To Contact: _____ Phone : _____

Position _____ Email Address _____

Direct Support Professionals (DSPs) - Turnover Record (January - March 2011)

Please indicate (by checking below) the sections of the survey that you are completing

Part A (Core items requesting monthly data on Direct Support Professionals (DSPs) turnover)

Part B (Optional - requests further detailed information on your organization's DSP turnover)

Part A (Core Items) - This section asks OPRA members to record on a monthly basis for job categories with direct care responsibilities, the **average number of employees** and the **number of employees separated** during the month.

JOB CATEGORIES → 1

To Calculate the AVERAGE NUMBER OF EMPLOYEES: Sum the daily number of employees in the job category (e.g., 40 42 38 42 40 38 42 40 38 39 40 42, etc.) and then divide the resulting value by number of days in the month (i.e., 481 / 31 = 15.5)

DIRECT SUPPORT PROFESSIONALS (DSPs) . . Do not include nurses, speech, physical and occupational therapists, social workers, etc. in this category

		January 2011		
PART A (Core Items)	January 2011	A	What was the <u>average number</u> of employees in the job category ?	[]
		B	What was the <u>number of separations</u> in the job category?	[]
			February 2011	
	February 2011	A	What was the <u>average number</u> of employees in the job category ?	[]
		B	What was the <u>number of separations</u> in the job category?	[]
			March 2011	
March 2011	A	What was the <u>average number</u> of employees in the job category ?	[]	
	B	What was the <u>number of separations</u> in the job category?	[]	



OHIO PROVIDER RESOURCE ASSOCIATION

DIRECT SUPPORT PROFESSIONALS - TURNOVER DATA RECORD

Exhibit A

Name Of Your Organization: _____

City: _____ State: Ohio Zip _____

Person To Contact: _____ Phone : _____

Position _____ Email Address _____

Employee Turnover Record (January - March 2011)

Part B (Optional) - This section asks OPRA members to record on a monthly basis for job categories with direct care responsibilities the terminated employees former job status, reason for leaving and length of their job tenure.

JOB CATEGORIES → 1

PART B

This section is to be completed if you **have access to the requested information** and want to share this information with other OPRA members

DIRECT SUPPORT PROFESSIONALS
(DSPs) . . Do not include nurses, speech, physical and occupational therapists, social workers, etc. in this category

January 2011

PART B (Optional) January 2011	1 How many terminations were voluntary ?	<input type="text"/>
	A. Reasons for terminating employment How many were for . . .	
	a. Pay	<input type="text"/>
	c. Not a good job fit	<input type="text"/>
	d. Work schedule	<input type="text"/>
	e. Other	<input type="text"/>
	2 How many were involuntary terminations?	<input type="text"/>
	A. Reasons for terminating employment How many were for . . .	
	a. Performance	<input type="text"/>
	b. Attendance	<input type="text"/>
c. Other	<input type="text"/>	
3 How many terminated were . . .		
a. Full time employees ?	<input type="text"/>	
b. Part time employees ?	<input type="text"/>	
4 How many terminated staff were employed .		
a. Less than 3 months	<input type="text"/>	
b. Between 3 - 6 months	<input type="text"/>	
c. > 6 months but < 12 months	<input type="text"/>	
d. Between 1 - 3 years	<input type="text"/>	
e. More than 3 years	<input type="text"/>	



OHIO PROVIDER RESOURCE ASSOCIATION

DIRECT SUPPORT PROFESSIONALS - TURNOVER DATA RECORD

Exhibit A

Name Of Your Organization: _____

City: _____ State: Ohio Zip: _____

Person To Contact: _____ Phone: _____

Position: _____ Email Address: _____

Employee Turnover Record (January - March 2011)

Part B (Optional) - This section asks OPRA members to record on a monthly basis for job categories with direct care responsibilities the terminated employees former job status, reason for leaving and length of their job tenure.

JOB CATEGORIES →

1

PART B

This section is to be completed if you **have access to the requested information** and want to share this information with other OPRA members

DIRECT SUPPORT PROFESSIONALS
(DSPs) . . . Do not include nurses, speech, physical and occupational therapists, social workers, etc. in this category

February 2011

PART B (Optional) February 2011	1 How many terminations were voluntary ?	<input type="text"/>
	A. Reasons for terminating employment How many were for . . .	
	a. Pay	<input type="text"/>
	b. New job	<input type="text"/>
	c. Not a good job fit	<input type="text"/>
	d. Work schedule	<input type="text"/>
	e. Other	<input type="text"/>
	2 How many were involuntary terminations?	<input type="text"/>
	A. Reasons for terminating employment How many were for . . .	
	a. Performance	<input type="text"/>
	b. Attendance	<input type="text"/>
	c. Other	<input type="text"/>
	3 How many terminated were . . .	
	a. Full time employees ?	<input type="text"/>
	b. Part time employees ?	<input type="text"/>
	4 How many terminated staff were employed .	
a. Less than 3 months	<input type="text"/>	
b. Between 3 - 6 months	<input type="text"/>	
c. > 6 months but < 12 months	<input type="text"/>	
d. Between 1 - 3 years	<input type="text"/>	
e. More than 3 years	<input type="text"/>	



OHIO PROVIDER RESOURCE ASSOCIATION

DIRECT SUPPORT PROFESSIONALS - TURNOVER DATA RECORD

Exhibit A

Name Of Your Organization: _____

City: _____ State: Ohio Zip _____

Person To Contact: _____ Phone : _____

Position _____ Email Address _____

Employee Turnover Record (January - March 2011)

Part B (Optional) - This section asks OPRA members to record on a monthly basis for job categories with direct care responsibilities the terminated employees former job status, reason for leaving and length of their job tenure.

JOB CATEGORIES →

1

PART B

This section is to be completed if you **have access to the requested information** and want to share this information with other OPRA members

DIRECT SUPPORT PROFESSIONALS
(DSPs) . . Do not include nurses, speech, physical and occupational therapists, social workers, etc. in this category

March 2011

PART B (Optional)	March 2011	1 How many terminations were voluntary ?	<input type="text"/>
		A. Reasons for terminating employment How many were for . . .	
		a. Pay	<input type="text"/>
		b. New job	<input type="text"/>
		c. Not a good job fit	<input type="text"/>
		d. Work schedule	<input type="text"/>
		e. Other	<input type="text"/>
		2 How many were involuntary terminations?	<input type="text"/>
		A. Reasons for terminating employment How many were for . . .	
		a. Performance	<input type="text"/>
		b. Attendance	<input type="text"/>
		c. Other	<input type="text"/>
		3 How many terminated were . . .	
		a. Full time employees ?	<input type="text"/>
		b. Part time employees ?	<input type="text"/>
4 How many terminated staff were employed			
a. Less than 3 months	<input type="text"/>		
b. Between 3 - 6 months	<input type="text"/>		
c. > 6 months but < 12 months	<input type="text"/>		
d. Between 1 - 3 years	<input type="text"/>		
e. More than 3 years	<input type="text"/>		

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For more than two decades, Barry Associates' range of technical assistance and consulting services to behavioral healthcare providers includes:

- **Compensation and Classification Systems**

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- Classification System
- Job Descriptions
- Job Analysis
- Performance Appraisal System
- Job Evaluation
- Performance-Based Pay Increase

- **Compensation And Benefit Surveys**

- State and Regional Surveys
- Local Labor Market Surveys

- **Human Resources Policies & Procedures**

- Review and/or develop policies and procedures for federal and state compliance
- Ensure compliance with employment laws, terminations, and union issues

- **Performance Measurement/Survey Systems**

- The Client Writes - perception of care measurement system
- The Community Writes - referral source and key informant survey measurement systems
- The Employee Writes - employee opinion survey

- **Management and Operations Audit**

- Service Delivery
- Governance
- Management
- Marketing
- Information Management
- Human Resources

For further information about services available through our practice, please contact:

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