

Employee Turnover In OPRA's Member Organizations: What's Been Learned & Where To From Here?



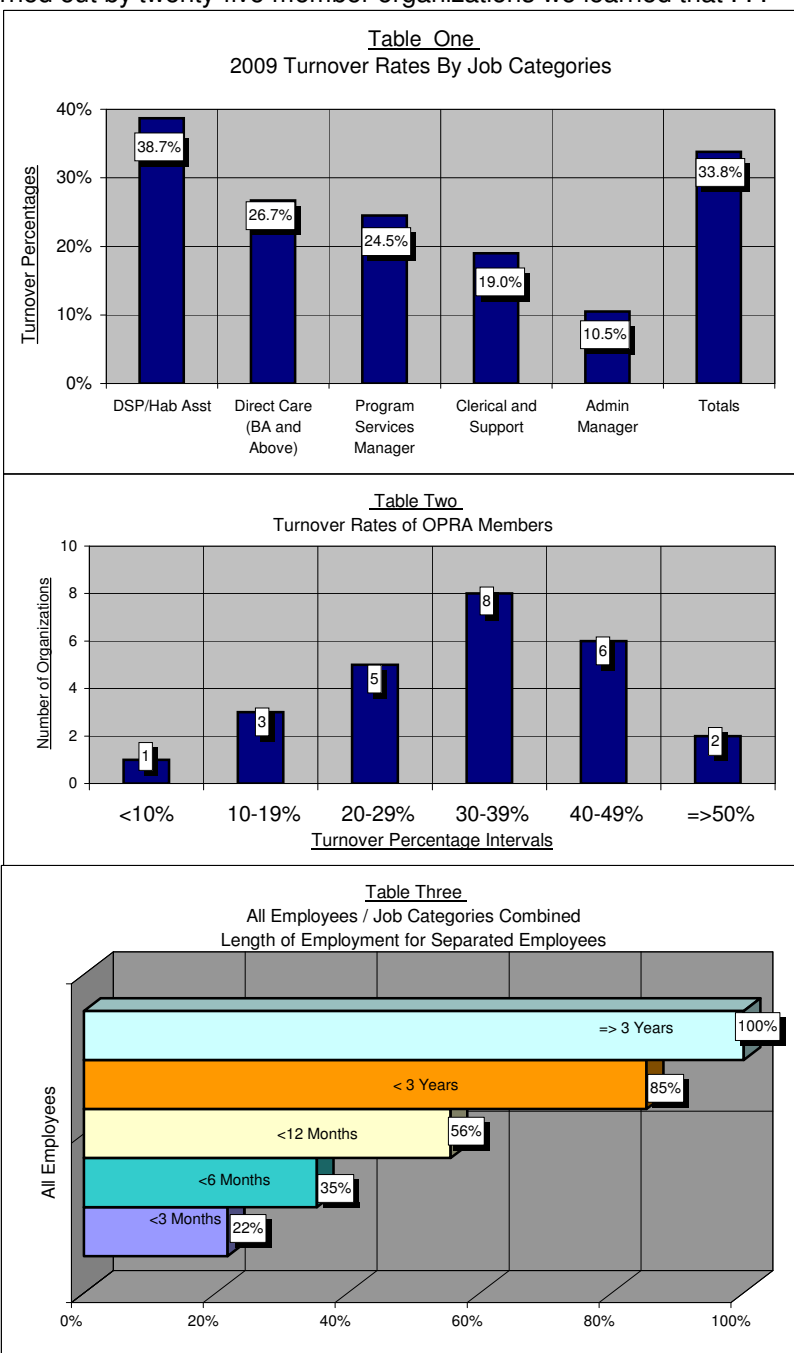
Background: How much of a problem is employee turnover in OPRA's member organizations? Do some organizations have higher rates of turnover or is its impact uniformly experienced? Is there a reliable difference in employee turnover between private, community-based DD providers and state institutions? Why do employees leave? Is it the pay? Is it employee selection? Is it a just bad job fit for the employee or did they simply have a better job option? It was in search of answers to a) **document** the level of employee turnover and b) identify **best practices** addressing the issue that prompted further study.

What We've Learned So Far: Because turnover can be calculated a number of different ways a standardized data collection format was prepared and a common formula for determining turnover was agreed upon.¹ From the 2009 data collection effort carried out by twenty-five member organizations we learned that . . .

- Overall, **1 in 3** employees (33.8%) separated during the twelve month data collection period.
- Employees with **direct care responsibilities** had the **highest turnover** with DSP's, as expected leading the way at just under 39%.
 - Direct Support Professionals (38.7%)
 - Direct Care Staff (≥BA) (26.7%)
 - Program Service Managers (24.5%)
 - Clerical and Support Staff (19.0%)
 - Administrative Manager (10.5%)
- The DSP turnover rate of **38.7%** was higher than the 2008 BLS national norm for the Health Care and Social Assistance job category (32.9%).
- Employee turnover is more of a problem for some OPRA members than others.
 - Four organizations** had with less than **20%** turnover while **eight members** lost more than **50%** of their staff during period.
 - Turnover rates ranged from a **low of 9%** to a **high of 60%** for individual organizations.
- Employees tend to **leave early** in the employment cycle. Over half (**57%**) of the separations took place within **6 months of employment** and just over 1 in 5 employees (22%) left within **3 months** of being hired.

So we've learned that . . .

- Over a third** of total employees at Ohio's private, community-based DD facilities left their jobs during the 12 month study period.
- DSPs **lead in turnover** and their turnover rate is **higher** than a comparable, national **benchmark**.
- DSP turnover is **especially troublesome** since they account for **over 70%** of OPRA's workforce.
- Turnover hits some members harder than others
- Many employees (57%) **terminate early**.



¹ Society for Human Resource Management (SHRM) suggested turnover formula:
(Employee Separations Divided by Average Number of Employees)

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Data Collection Issues: 2010 Follow-up

Member participation in the 2010 turnover study has been inconsistent. While the basic intent of the follow-up was to establish an ongoing base of turnover information among member agencies, the number organizations contributing data has dwindled. Now there are a dozen members consistently reporting the requested data - **far short** of what's needed for **accurately monitoring** employee turnover or for OPRA's **external reporting** purposes.

So, in your opinion, why are the numbers down? Explanations on why participant numbers have dropped off varies. Some of the reasons offered are listed below. Please review the list and check the reasons that apply to you and/or your organization. If your reason is **not listed**, please explain/write in below.

- | | Yes | No |
|--|--------------------------|--------------------------|
| 1 Our organization consistently reports the requested data
If No | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 Our information/data system <u>cannot provide</u> the information
as currently requested by OPRA. | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 We do not have the <u>staff resources</u> needed to gather and
report the turnover data | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 I find the turnover data form <u>too complicated</u> to complete | <input type="checkbox"/> | <input type="checkbox"/> |
| 5 It's unclear how to complete the turnover form | <input type="checkbox"/> | <input type="checkbox"/> |
| 6 I need a reminder when the turnover form is due | <input type="checkbox"/> | <input type="checkbox"/> |
| 7 Other (please explain) _____ | | |

Where To From Here: Where would you like to see collaborative efforts among OPRA members directed regarding **employee turnover** issue?

I'm in favor of

- | | Yes | No |
|--|--------------------------|--------------------------|
| 1 Continuing with the <u>current turnover data</u>
collection <u>if</u> we can get more more members to participate . | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 Developing a <u>new collaborative strategy</u> for understanding
why people leave member organizations | <input type="checkbox"/> | <input type="checkbox"/> |
| Please explain _____ | | |
| 3 Collaborating on an <u>Exit Interview</u> process using the same ques-
tionnaire at all organizations examining <u>why people leave</u> . | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 Identifying chief characteristics of <u>voluntary</u> and <u>involuntary</u>
employee separations | <input type="checkbox"/> | <input type="checkbox"/> |
| 5 Examining employee <u>selection procedures</u> at member agencies | <input type="checkbox"/> | <input type="checkbox"/> |
| 6 Other Options (please explain) _____ | | |
| _____ | | |
| _____ | | |
| 7 Other Options (please explain) _____ | | |
| _____ | | |