
Designing and Analyzing Turnover Data Reports

This Tool Includes

- Explanations on how turnover data reports can assist you in reducing employee turnover.
- Guidelines for designing turnover reports.
- Sample turnover data reports.

How Turnover Reports Can Help

Having good turnover data at your disposal is an invaluable planning tool. So often the reports we rely on just don't tell us what we need to know in a simple, straightforward manner. Worse yet, in many human services agencies, turnover reports don't exist at all.

Turnover reports can provide very important information about what's going on in your agency. Having good turnover data can help you:

- Understand the magnitude of your turnover problem – or whether you even have one.
- Analyze the causes of turnover in your agency

- Determine the impact of any steps you take to address turnover and retention issues.
- Provide responses to inquiries from various constituencies including legislators, commissioners, boards of directors and the media.

The sample reports we show will not provide you with all the answers as to why your agency has high turnover rates, but they can help you frame the questions.

We understand that the reports outlined in this Tool are sophisticated and that your agency may not have the capacity to obtain the data and develop similar reports. However, any turnover data you have is useful.

Start with the basic demographic data you have and build more sophisticated reports over time. For example, you might begin by selecting one position where you have the most concerns about turnover and tracking that position for a year.

Defining Turnover

We define turnover here as the number of people leaving an agency or category during a specific time period (usually one year) divided by the average number of employees in that agency or category during the same time period.

$$\text{Turnover} = \frac{\text{No. people leaving (1 year)}}{\text{Average No. Employees (same year)}}$$

Turnover can be measured at many levels. You can measure the number of employees leaving an agency, a department or division, a classification, or a single position. Regardless at what level you apply the definition, the basic calculation remains the same.

Sample Reports and Guidelines

Each of the following sample report formats includes a brief description of what it measures and how it might be used. All of the sample reports are designed:

- To measure departure data from one pay period to another, cumulating the data for “year-to-date” reporting.
- For a hypothetical large, statewide human services agency providing child welfare services in multiple locations.
- To track turnover within the hypothetical Children’s Services Specialist (CSS) classification, (the classification for all child welfare workers) and major groupings of similar, specialized jobs within the classification (such as Protective Services [PS], Foster Care and Adoption).

- As a series of reports, which when analyzed together, provide a complete picture of an agency’s turnover.