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# Key Points of Report

## An Annual Report on Full-Time Classified State Employee Turnover for Fiscal Year 1999

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March 2000

### Overall Conclusion

The statewide turnover rate for fiscal year 1999 was 17.58 percent for full-time classified state employees. This rate continues a high turnover trend from last year, in which the turnover rate was 17.37 percent. The State's rate is significantly higher than the average rate of state governments bordering Texas (15 percent), the average rate of local governments in which the State competes for employees (12 percent), and the national private sector rate (14.93 percent).

Employee turnover costs to the State are significant. We conservatively estimate the total cost of turnover in fiscal year 1999 to be between \$127 and \$254 million.

Employee turnover continues to remain high in both the public and private sectors. A good nationwide economy and significant industry trends, as in the information technology field, have contributed to employees making career changes. The Greater Austin area market also continues to have a strong economy and competition for talent. Since the largest number of employees work in the Austin area, the State increasingly must deal with the loss of experienced employees to the private sector.

Research suggests that the best strategies to retain employees are strong programs in healthcare benefits, new employee orientation, open communication with employees, and salary increases. One shot solutions rarely work; rather, a coordinated effort of both monetary and non-monetary rewards and benefits helps reduce turnover.

### Key Facts and Findings

- Generally, the lower the employees' salaries, the more likely they are to leave state employment.
- The types of jobs state employees leave most often are in the employment, social services, procedures and information, legal, and medical/health fields.
- State employees primarily leave state employment voluntarily and claim reasons not related to the job as the most common reason for separation. Only 7 percent claim they left because of inadequate salary, and fewer than 1 percent claim they left for lack of opportunity for advancement. These reasons, however, differ significantly from those expressed in national surveys. This difference suggests that the State has problems in collecting turnover data. This data collection problem affects the data analysis and, in turn, recommendations for appropriate solutions.

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## Office of the State Auditor

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*This audit was conducted in accordance with Government Code, Sections 321.0133 and 321.0134.*

## Overview

The statewide turnover rate for full-time classified state employees for fiscal year 1999 was 17.58 percent, based on an average of 144,581 employees and a total of 25,421 terminations. This rate continues a high turnover trend from last year, in which the turnover rate was 17.37 percent. The State's rate is significantly higher than the average rate of state governments bordering Texas (15 percent), the average rate of local governments in which the State competes for employees (12 percent), and the national private sector rate (14.93 percent).

Employee turnover costs to the State are significant. We conservatively estimate the cost of turnover in fiscal year 1999 to be between \$127 and \$254 million.

Section 1:

### What is the Current Job Market?

The labor market remains tight nationwide and in Texas. Studies and surveys continually show that turnover rates are increasing nationwide and that recruitment and retention is a key concern. As other organizations increase their recruitment and retention programs, it is essential that the State do the same, or risk losing employees at an even greater rate than is already happening.

- Sixty percent of senior human resources executives surveyed by the American Management Association describe skilled manpower as scarce. This is an increase from 51 percent the previous year. Retention was described as a "very serious" issue by nearly half (46 percent) of respondents, and an additional 28 percent described it as a "serious" issue.
- Nearly 90 percent of human resources executives acknowledge problems with retention in areas of their business or in key positions, according to a survey conducted by the Conference Board, and more than half of those human resources executives say their turnover has gotten worse in the past three years.
- RewardsPlus of America, a web-based benefits company, reports that 52 percent of companies view retention and recruitment as their number one employment issue.
- KPMG surveyed Fortune 500 companies and found that 78 percent of the companies viewed employee retention as a major issue.

Section 2:

### How Does the State's Turnover Rate Compare to the Private Sector?

Overall, the State's turnover rate is higher than the private sector. According to the Bureau of National Affairs (BNA), the median nationwide turnover rate in the private sector is 14.93 percent annually for the first three quarters of 1999. This rate is slightly higher compared to 1997 and 1998, and is significantly higher than mid-year

averages for 1990-1996. BNA found that turnover in 1997 was the highest it had been in over a decade and that the turnover rate for the third quarter of calendar year 1999 was the highest since 1981.

Section 3:

## How Does the State's Turnover Rate Compare to Other Governmental Entities?

Because of the different methods of calculating turnover, direct comparisons with other states is difficult. Table 1, however, shows the turnover rates of states bordering Texas.

Table 1

Turnover Rates for Texas and Bordering States	
State	Fiscal Year 1999 Turnover Rate
Louisiana	18.51%
<b>Texas</b>	<b>17.58%</b>
Arkansas	16%
New Mexico	13.2% <sup>1</sup>
Oklahoma	12%

Source: State Auditor's Classification Office

According to a 32 state survey conducted by the International Personnel Management Association (IPMA), turnover rates in state governments range from 4 to 19 percent in state governments, with an average turnover rate of 11 percent. IPMA also reports an average rate of 11 percent in county government and 8 percent in city governments.

The State's turnover rate is significantly higher than local governmental entities in areas in which the State competes for employees. Table 2 lists the turnover rate for these local governmental entities.

Table 2

Turnover Rates for Texas and Local Governments	
City/County	Fiscal Year 1999 Turnover Rate
<b>Texas</b>	<b>17.58%</b>
Harris County	16% <sup>2</sup>
Bexar County	14%
City of Austin	13.5% <sup>3</sup>
Travis County	12.18%
City of Houston	11.53%
City of San Antonio	10.53%
City of Dallas	8.7%

Source: State Auditor's Classification Office

<sup>1</sup> Turnover rate does not include judicial or legislative branches, transfers between state agencies, layoffs due to reductions-in-force, term expiration of appointments, or temporary employees.

<sup>2</sup> Turnover rate is through first six months of calendar year 1999.

<sup>3</sup> Turnover rate is for the last two fiscal years combined.

## How Much Does Employee Turnover Cost the State?

Employee turnover costs to the State are significant. We conservatively estimate the cost of turnover in fiscal year 1999 to be between \$127 and \$254 million.

Some of the costs involved in employee turnover include recruiting, training and orientation, salary and benefits during training and orientation, and lost productivity during the time the position is vacant and during the time the employee is learning the job.

There are a number of widely ranging estimates of the cost of employee turnover. In a study conducted by the consulting firm Kepner-Tregoe, Inc., two-thirds of over 1,000 managers could not quantify the cost of employee turnover. Many of the costs of turnover are hidden and are difficult to calculate.

- The U.S. Department of Labor estimates that it costs one-third of a new hire's annual salary to replace an employee.
- Hewitt Associates, a management consulting firm, estimates that each employee separation and replacement costs one to one-and-a-half times an employee's annual salary.
- Hay Management Consultants, a human resources consulting company, estimates the cost of turnover at 50 percent of the employee's salary.
- William M. Mercer, Inc., reports that 55 percent of employee separations cost \$10,000 or less. Of the remaining 45 percent, 8 percent cost more than \$40,000.
- In a study conducted by Manchester Partners International, 31 percent of respondents reported that turnover per employee costs between \$1,000 and \$5,000; 34 percent of businesses reported that it costs between \$5,000 and \$10,000, and 30 percent reported that it costs more than \$10,000.

## Which Agencies Have Had Significant Turnover and Why?

There were 15 agencies that reported a turnover rate of greater than 30 percent (excluding agencies with fewer than 20 employees). Last year, 19 agencies had turnover rates of over 30 percent, as shown in Table 3. Based on the reasons identified by these agencies, it is difficult to identify the specific reasons turnover was high at these agencies. The following table identifies the agencies (with more than 20 employees) that had the highest turnover and the most common reason for terminations.

Table 3

Agencies With Turnover Rates Exceeding 30 Percent					
Agency Number	Agency	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate	Most Common Reason for Terminations
234	Fourteenth Court of Appeals District, Houston	27.50	16	58.18%	Personal Reasons Not Related to Job
201	Supreme Court of Texas	55.00	28	50.91%	Reasons Unknown
223	Third Court of Appeals District, Austin	21.75	10	45.98%	Personal Reasons Not Related to Job
340	Department on Aging	26.00	11	42.31%	Personal Reasons Not Related to Job, Retirement, and Reasons Unknown
305	General Land Office and Veterans' Land Board	581.00	240	41.31%	Reduction-in-Force
479	State Office of Risk Management	90.25	37	41.00%	Reasons Unknown
225	Fifth Court of Appeals District, Dallas	39.00	14	35.90%	Reasons Unknown
694	Texas Youth Commission	3,935.00	1,400	35.58%	Personal Reasons Not Related to Job
313	Department of Information Resources	89.50	30	33.52%	Personal Reasons Not Related to Job
320	Texas Workforce Commission	3,870.25	1,244	32.14%	Personal Reasons Not Related to Job
301	Office of the Governor	179.25	57	31.80%	Personal Reasons Not Related to Job
655	Department of Mental Health and Mental Retardation	21,748.00	6,700	30.81%	Personal Reasons Not Related to Job
504	Board of Dental Examiners	22.75	7	30.77%	Reasons Unknown
308	State Auditor's Office	207.50	63	30.36%	Personal Reasons Not Related to Job
808	Historical Commission	79.25	24	30.28%	Personal Reasons Not Related to Job

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

As shown in Table 4, five agencies had very low turnover rates (under 10 percent) for the fiscal year.

Table 4

Agencies with a Turnover Rate Under 10 Percent				
Agency Number	Agency	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
356	Ethics Commission	27.00	2	7.41%
515	Board of Pharmacy	38.00	3	7.89%
458	Alcoholic Beverage Commission	493.00	42	8.52%
212	Texas Judicial Council Office of Court Administration	116.00	10	8.62%
601	Department of Transportation	14,257.00	1,403	9.84%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

See Appendix 2 for the breakdown of turnover rates for each agency.

Section 6:

### Which Jobs Do State Employees Leave the Most and Why?

The types of jobs state employees leave most often are in the employment, social services, procedures and information, legal, and medical/health fields; as shown in Table 5.

Table 5

Occupational Categories With the Highest Turnover Rates		
Occupational Category	Turnover Rate	Comments
Employment	42.61%	Employment Interviewers (48.46 percent) and Employment Specialists (34.24 percent) experienced significant turnover.
Social Services	27.08%	Social Service Supervisors (59.46 percent), Social Service Workers (51.03 percent), Community Service Aides (45.58 percent), Child Development Specialists (43.84 percent), Houseparents (41.50 percent), Mental Health and Mental Retardation Classifications (40.51 percent), Case Managers (36.66 percent), Community Care Workers (33.33 percent), Therapist Technicians (29.28 percent), and Caseworkers (28.27 percent) experienced significant turnover.
Procedures and Information	26.06%	Marketing Specialists (40.52 percent) and Information Specialists (27.03 percent) experienced significant turnover.
Legal	23.04%	Court Law Clerks (90.91 percent), Tax Attorneys-Comptroller (34.95 percent), and Hearings Examiners/Directors (30.25 percent) experienced significant turnover.
Medical and Health	21.86%	Licensed Vocational Nurses (32.05 percent) experienced significant turnover.

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

See Appendix 3 for a breakdown of turnover rates by occupational groups and Appendix 5 for turnover rates by job class series.

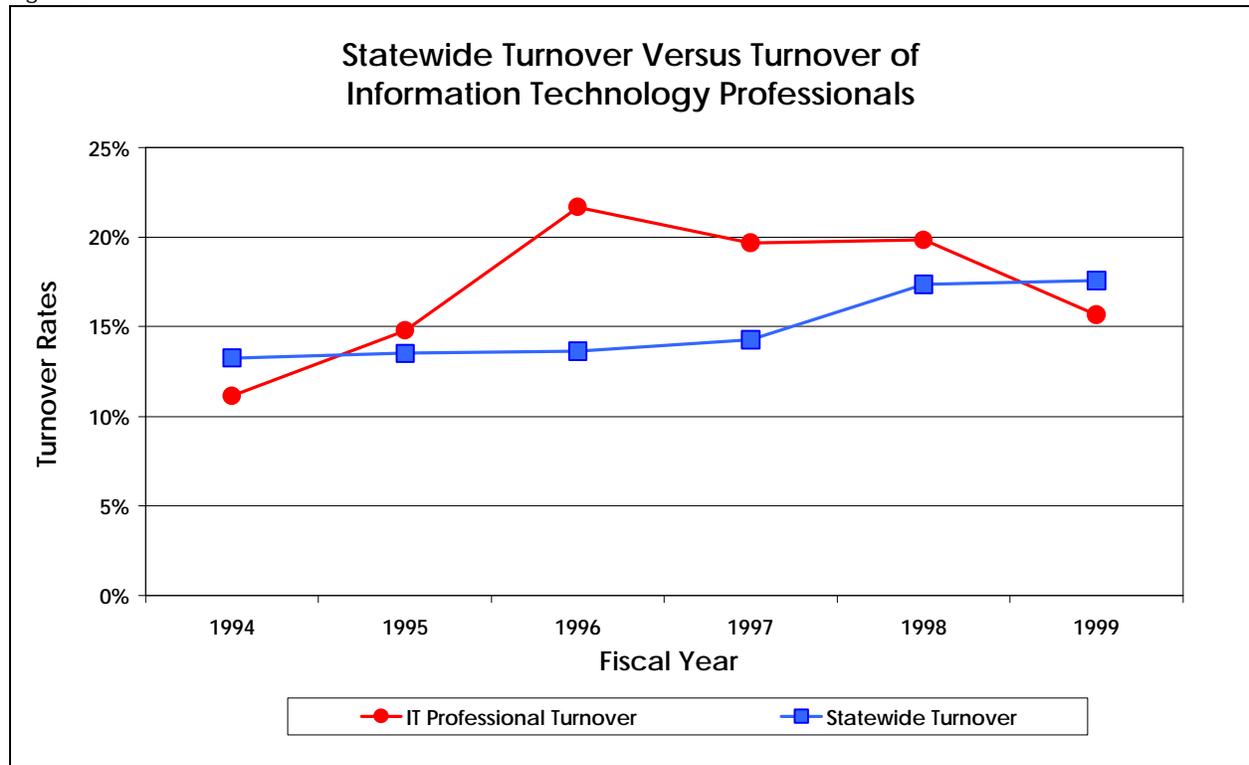
There continues to be much discussion about the State's loss of information technology professionals. While the turnover rate decreased significantly compared to last year, the loss of these employees continues to be problematic to agencies. (See Table 6 and Figure 1.)

Table 6

Turnover Rates of Information Technology Professionals (by Fiscal Year)						
Job Class Series	1999	1998	1997	1996	1995	1994
Database Administrator	15.89%	24.59%	22.61%	25.74%	17.33%	15.00%
Network Specialist	12.54%	19.17%	20.87%	21.82%	14.29%	11.89%
Programmer	23.40%	25.18%	27.05%	26.41%	25.88%	12.63%
Programmer Analyst	19.38%	30.74%	20.25%	23.34%	13.48%	11.26%
Systems Analyst	13.09%	14.48%	15.21%	16.48%	11.05%	10.64%
Systems Programmer	22.36%	29.63%	21.01%	31.58%	21.15%	5.49%
Telecommunications Specialist	18.87%	11.84%	20.77%	25.19%	10.71%	9.92%
Director of Automated Data Processing	-	-	14.68%	23.08%	8.59%	10.16%
<b>Total Weighted Average</b>	<b>15.65%</b>	<b>19.84%</b>	<b>19.66%</b>	<b>21.68%</b>	<b>14.78%</b>	<b>11.13%</b>

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Figure 1



Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Only three agencies (with ten or more information technology professionals) experienced turnover rates of higher than 30 percent for their information technology (IT) professionals as shown in Table 7.

Table 7

Agencies With Turnover Rates Over 30 Percent for Information Technology Professionals			
Agency	Average Number Employed	Number of Terminations	Turnover Rate
Department of Information Resources	23.50	15	63.83%
Commission for the Blind	12.75	5	39.22%
Workers' Compensation Commission	43.75	14	32.00%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

See Appendix 4 for complete breakdowns of IT turnover rates agency.

Nationally, it is likely that the shortage of IT professionals will continue. The Bureau of Labor Statistics (BLS) predicts that computer and data processing services will be the industry with the fastest employment growth, with projected growth of over 10 percent per year through the year 2008. BLS predicts that the four fastest growing occupations through the year 2008 will be (1) computer engineers, (2) computer support specialists, (3) systems analysts, and (4) database administrators. Each of these occupations is projected to have over 8 percent annual growth in employment.

Within Texas, this projected growth will be even more dramatic. Computerworld estimated a projected increase of 17 percent in permanent IT staff for the West South Central region. This is by far the highest growth of any of the nine regions in the United States. Also, in a survey by CorpTech, a company that tracks America's technology manufacturers, 240 (of the 2,065) emerging technology manufacturers in Texas projected an employment increase of 1,971 employees (5.5 percent increase over 1998).

According to the HOT Technologies Survey of Hewitt Associates, turnover of IT employees averages just below 16 percent, but some companies in the study reported rates as high as 35 percent. According to this survey, the most effective tools for attracting and retaining IT professionals are performance shares, stock grants, and retention bonuses. Non-monetary tools that were deemed effective include daily casual attire, alternative work schedules, and telecommuting options.

According to a survey by Davis and Neusch, a compensation and performance management consulting firm, the turnover rate for high tech companies was 16.4 percent. In this survey, information technology professionals ranked their top five priorities in descending order: challenge or responsibility, base pay, job atmosphere, benefits, and job stability.

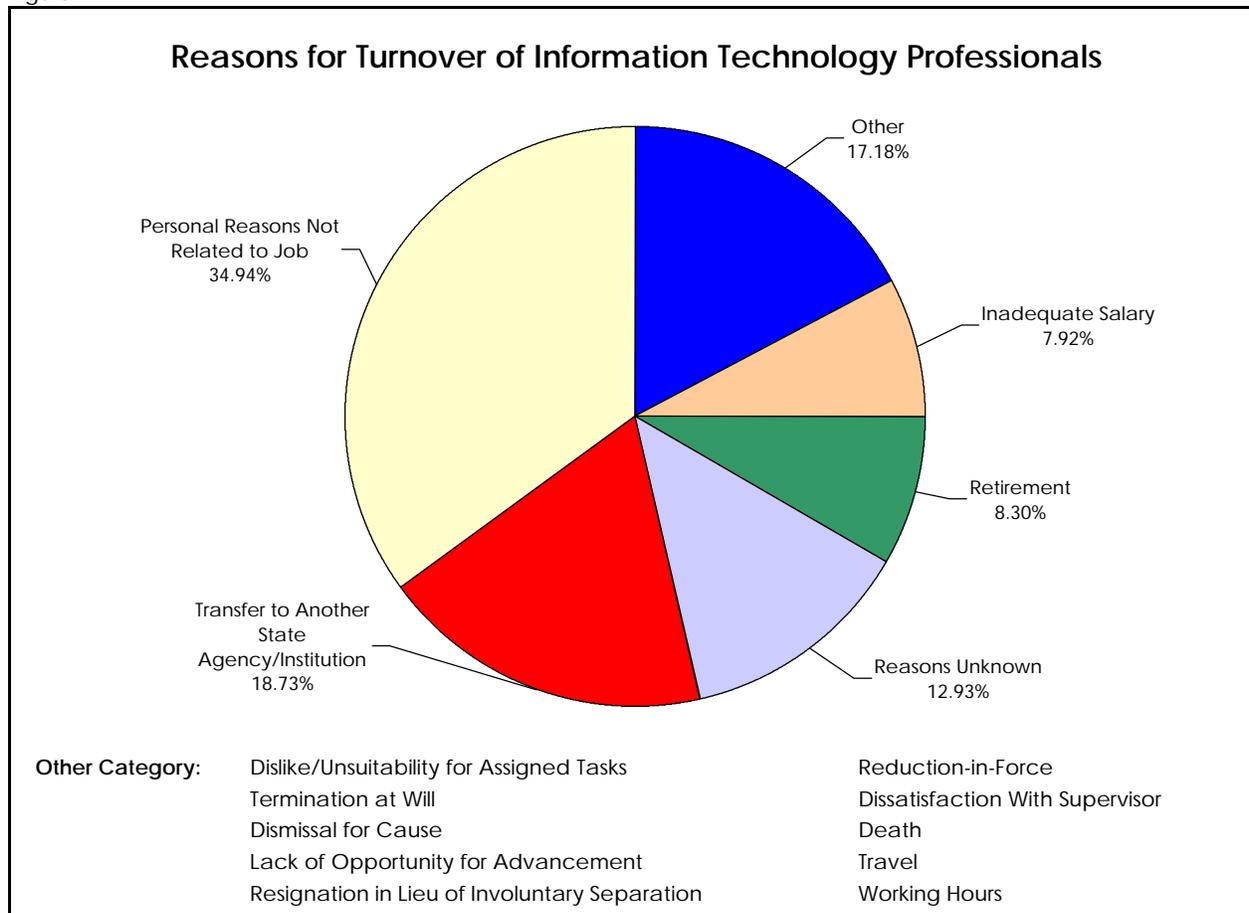
According to the Hay Group, IT professionals leave jobs to seek more career development and more enjoyment in work, including being assigned to more "interesting" projects. Over half of IT professionals leave for one of the following five reasons: career opportunity, enjoyment of work, reward, leadership, or availability of technology. See Figure 2 for the reasons state IT professionals leave state employment.

According to a survey by RHI consulting, 88 percent of 1,400 Chief Information Officers surveyed said flexible hours and other life-balancing programs are more important today than they were five years ago.

In Austin, where the majority of the State’s IT professionals are employed, there is significant competition for these IT employees. Currently, there are more than 33,000 people employed by computer and compute-peripheral companies, nearly 24,000 people by semiconductor and related companies, and over 30,000 people in software development. This concentration of software development in Austin makes it the second largest concentration of software development in the United States.

Because of the projected continued strong growth in this field in Texas and particularly in Austin, competition for these IT employees is expected to continue. According to the Society for Human Resource Management (SHRM), the four most common tactics to improve employee retention are healthcare benefits, new hire orientation, open communication policy, and salary increases. According to a study conducted by IPMA, the two major barriers to hiring IT professional staff are low base salaries and an inability to reward with bonuses and raises. These same two reasons were cited as the most common reasons for an inability to retain IT staff.

Figure 2



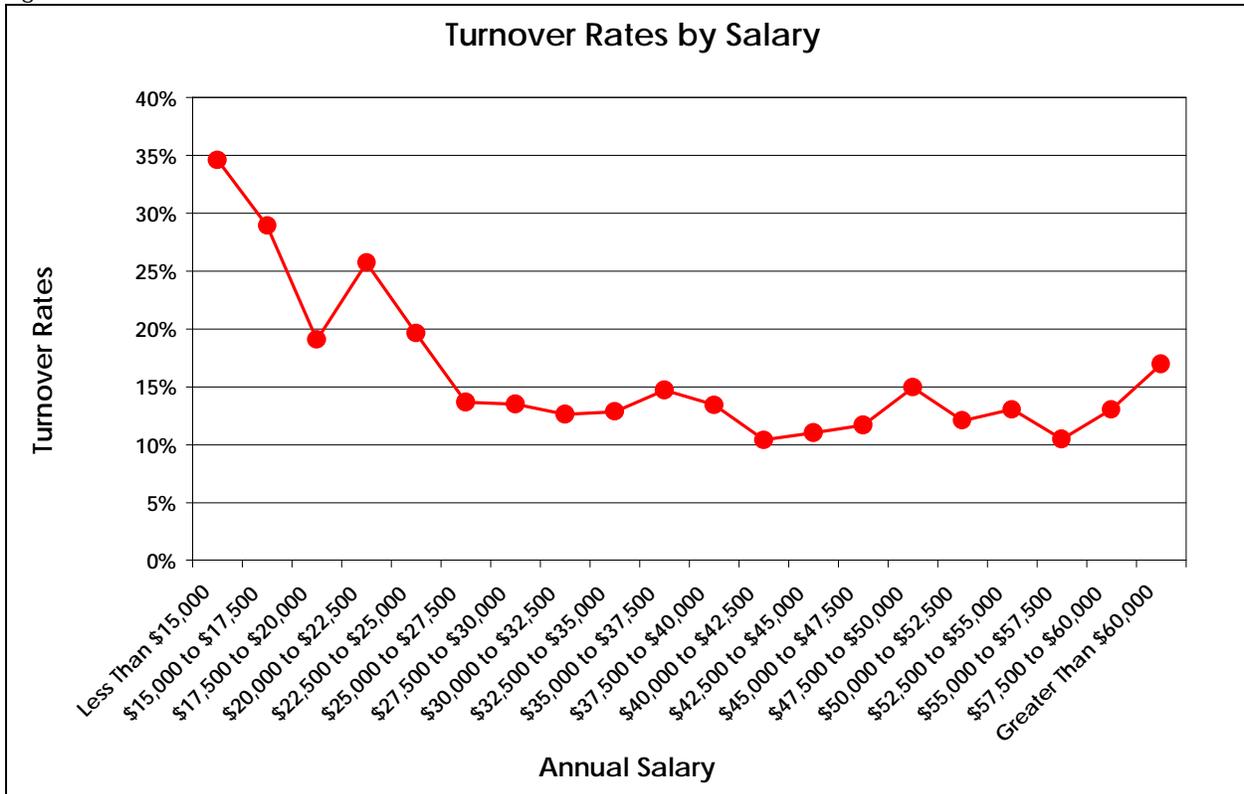
Source: Comptroller’s Human Resources Information System and Uniform Statewide Payroll/Personnel System

## How Does Employee Salary Impact Turnover?

As Figure 3 shows, the lowest salaried employees had the higher overall turnover rates. This is similar to turnover rates nationwide, which show that Fair Labor Standards Act (FLSA) non-exempt employees have significantly higher turnover rates than FLSA exempt employees.

See Appendix 8 for the complete breakdown of turnover rates by salary.

Figure 3



Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

The turnover rate for Schedule A employees was 21.17 percent, and the rate for Schedule B employees was 17.01 percent. The turnover rate for Schedule C employees, which covers law enforcement personnel, was 4.03 percent.

See Appendix 6 for the complete breakdown of turnover rates by salary group.

Employees in the lower levels of the pay group are more likely to terminate employment. Two-thirds of salary schedule A employees are paid below the midpoint of the salary range, yet these employees account for over 80 percent of employee terminations. (See Table 8.) This suggests that agencies are not fully utilizing all levels of the existing pay ranges.

Table 8

Turnover Rates by Pay Step Within Salary Schedule A		
Step in Salary Schedule A	Percentage of Employees in Schedule A <sup>4</sup>	Percentage of Terminations From Salary Schedule A
01	36.25%	51.82%
02	13.70%	12.33%
03	9.73%	10.59%
04	6.48%	5.62%
05	3.30%	1.69%
06	23.60%	15.18%
07	2.53%	1.03%
08	1.73%	0.77%
09	2.20%	0.98%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

## Section 8:

## What Are the Variances in Turnover by Length of State Service, Age, Gender, and Race?

There are no significant differences between the average length of state service time before employees voluntarily terminate employment when compared to other organizations. (See Table 9.) This suggests that there are no statewide problems with either the integration of new employees into the agency or maintaining the services of employees with significant state service time.

Table 9

Percentage of Terminations by Years of Service		
Years of Service	Percentage of Voluntary Terminations by Length of Service—Classified Regular Full-Time Texas State Employees	Percentage of Voluntary Terminations by Length of Service—Nationwide Average
0-1	27.79%	31%
1-3	27.61%	27%
3-5	14.09%	11%
5-10	17.15%	14%
Over 10	13.36%	17%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System and Saratoga Institute Human Resource Financial Report, 1999

The turnover rate is highest for employees under 30 and over 60 years old. For employees over 60, this is largely due to retirement. (See Table 10.) For employees under 30, the turnover rate is twice the State's average. To counteract this dramatically higher rate, agencies need to find creative retention measures, which may not be the same retention tools used for other employees.

<sup>4</sup> Total does not equal 100 percent due to employees who are paid above the maximum of the range.

Table 10

Turnover Rates by Age			
Age	Average Headcount	Terminations	Turnover
16-30	26,861.25	9,268	34.50%
30-40	42,313.00	7,804	18.44%
40-50	43,978.75	5,389	12.25%
50-60	26,626.00	3,684	13.84%
Over 60	4,798.25	1,420	29.59%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

The turnover rate for women is higher for women than it is for men. (See Table 11.) This can be partially explained by the fact there is a higher percentage of women in the lower salary groups, which have higher turnover rates. The reasons that men and women leave the State are fairly similar.

Table 11

Turnover Rates by Gender			
Gender	Average Headcount	Terminations	Turnover
Female	76,725.0	15,566	20.29%
Male	67,853.5	11,999	17.68%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

The turnover rate for Blacks is significantly higher than for Hispanic or White employees. This can be partially explained by the fact there is a higher percentage of Blacks in the lower salary groups, which have higher turnover rates. (See Table 12.)

Table 12

Turnover Rates by Race			
Race	Average Headcount	Terminations	Turnover
Asian	1,622.25	339	20.90%
Black	27,718.75	6,311	22.77%
Hispanic	31,458.25	5,577	17.73%
Indian	699.00	158	22.60%
White	83,078.00	15,179	18.27%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

#### Section 9:

### What is the Turnover Rate for Employees Other Than Classified Regular Full-Time Employees?

The turnover rate of 45.45 percent for part-time employees is significantly higher than that for full-time employees. As expected, the temporary full- and part-time employees had the highest turnover rates of 303 percent and 135 percent respectively.

Compared to the rest of the State's turnover, the turnover rate of full-time exempt employees was very low. This low turnover of just over 7 percent is important, as these are largely the executive directors and top deputies.

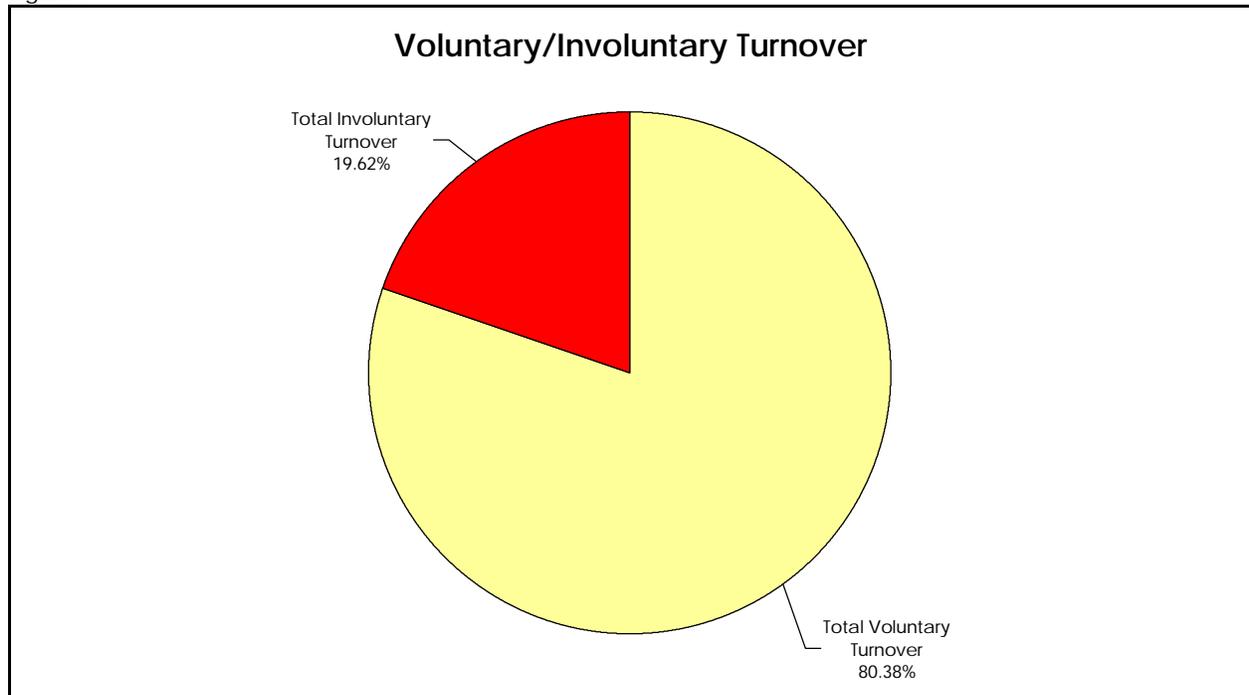
See Appendix 9 for the breakdown of turnover rate by employment type.

Section 10:

## Why Do Employees Leave the State?

State employees primarily leave their positions voluntarily, and most claim their reasons are not related to the job. (See Figures 4 and 5.) The majority of the State's classified terminations (80.38 percent) were voluntary separations by the employee. Involuntary separations, (due to reductions-in-force, dismissal for cause, resignation in lieu of involuntary termination, termination at will, and death) accounted for the remaining classified terminations.

Figure 4



Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Based on the data reported by agencies, the main reason for agency terminations for fiscal year 1999 is "personal reasons not related to the job" (40.49 percent of total terminations). "Retirement" was the second most common reason for termination (9.11 percent). "Reasons Unknown" was the third highest reason for terminations and accounted for 8.91 percent of total agency separations.

The number of employees who left the State due to reductions-in-force (RIF) decreased significantly compared to the previous year. RIFs accounted for significant turnover at the following agencies: the Department of Mental Health and Mental Retardation (643 terminations, 9.60 percent of agency terminations); the Texas Workforce Commission (313 terminations, 25.16 percent of agency terminations); the

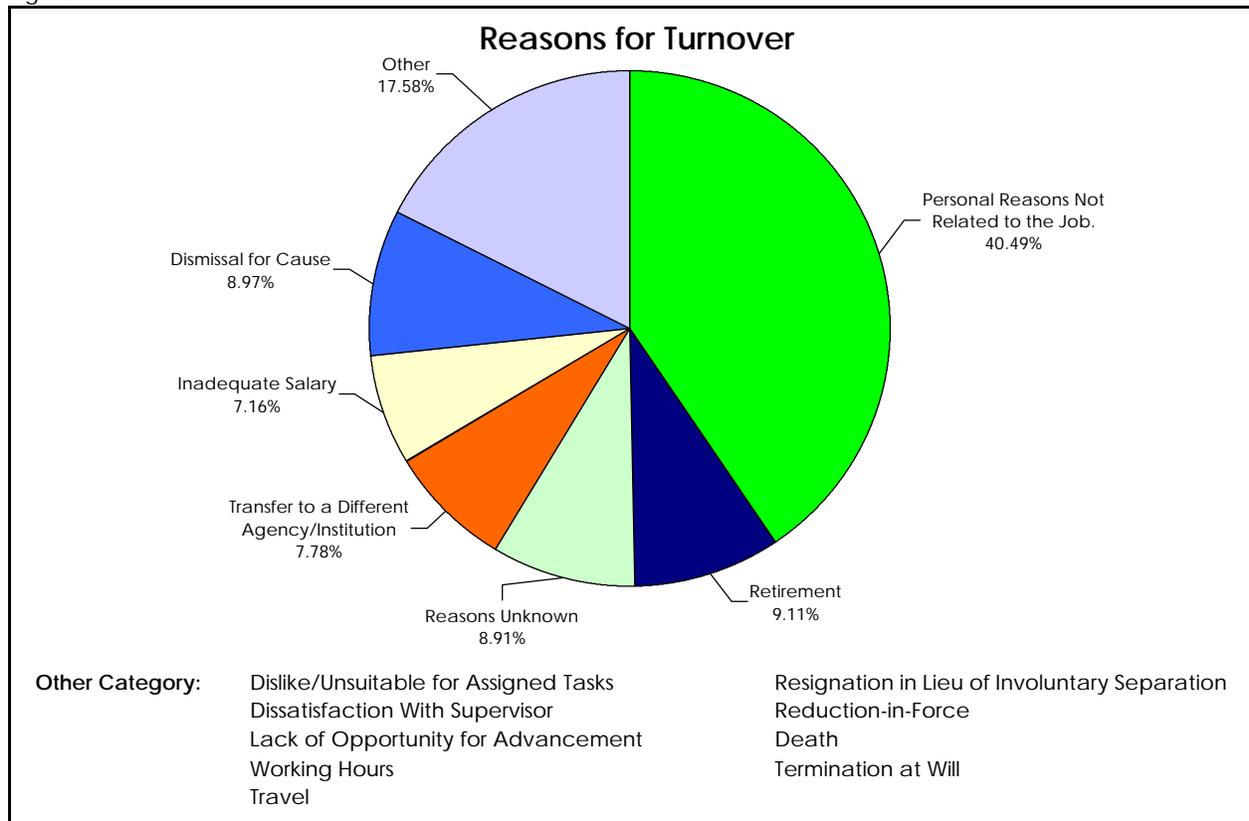
General Land Office (112 terminations, 67.07 percent of agency terminations); and the Department of Transportation (111 terminations, 7.91 percent of agency terminations).

Two studies analyzed reasons for turnover. “Personal reasons not related to the job” was not identified as a leading cause of turnover in one study and was identified as the eighth most important reason in the other. Both of these studies identified “inadequate salary” and “lack of opportunity” as two of the most common reasons for employee turnover. “Lack of recognition” was also cited. Figure 5 shows the reasons for State employee turnover.

Because of the prevalence of “personal reasons not related to the job” (40.49 percent of total statewide separations) as an explanation for state employee turnover, the State Auditor’s Office believes that agencies are using it as a catch-all category and that it does not accurately reflect the reality of employee separations.

The State Auditor’s Office believes that agencies are not aggressively and accurately collecting these data, because the main reasons identified are significantly different from the reasons identified by the studies of employee turnover. Additionally, anecdotal evidence suggests that these data are incomplete. This presents a clear problem in analyzing and recommending appropriate solutions for some of the turnover the State is experiencing.

Figure 5



Source: Comptroller’s Human Resources Information System and Uniform Statewide Payroll/Personnel System

| See Appendix 11 for the statewide summary of reasons employees terminate.

## What Can the State Do to Reduce Turnover?

In order to reduce turnover, the State must make a coordinated effort that includes both monetary and non-monetary rewards.

According to a survey by Hewitt Associates, 69 percent of employers offered flexible scheduling arrangements last year compared to 58 percent in 1992.

A study of the insurance industry by the consulting firm Towers Perrin found that companies that create or maintain a highly loyal workforce have a significant competitive advantage. The factors which are important to employees' loyalty are: employees believe the company treats them fairly, the company considers their results, and the company shares financial success with them.

In a 1999 survey of recruiting practices by the Society for Human Resources Management and CCH, the most frequently used incentive for executives, managers, and line workers is employers' matching contributions to 401(k) plans. For executives, the next most frequently used tools are relocation assistance and year-end bonus plans. For managers and professionals, the next two most frequently used tools are educational assistance and relocation assistance. For line workers, educational assistance and casual dress are the most frequently used recruitment tools. More than half of respondents say they plan to add additional incentives within the next two years.

Manchester Partners International identifies the main reasons for retention based on the level of the positions. The most common methods for retaining senior level executives are better compensation and benefits, stock options, and more careful selection in hiring. The most common methods for retaining middle managers are: better compensation and benefits, more careful selection in hiring, and tuition reimbursement. The most common methods for retaining front line employees are: more careful selection in hiring, better compensation and benefits, tuition reimbursement, and improved training programs.

The only common factor identified by Towers Perrin, the Society for Human Resources Management and Manchester Partners International (all three levels of employees) was better compensation and benefits.

As the State leadership continues to explore programs for state employees, these factors should be kept in mind.