

Title	Turnover Reporting PZRTNOV
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Process Owner	Human Resources
Dept/Division	Human Resources
Get help with this process	Janice Minder, Nancy Grassel
Processes	PZRTNOV
	PTRJCRE
	PTVJVCY
	PTRTREA
	PEAEMPL, NBAJOBS

Description:

This white paper is designed to document how turnover reporting is completed in Banner HR. This report is provided at a high level to the State during legislative session and the Board of Regents (typically at their August Retreat). Primarily, we look at Gross turnover and Avoidable Turnover at a system level. However, this report has been designed to allow campuses and special schools the opportunity to review at a more detailed level as well.

Reference Information:**Gross Turnover Definedⁱ**

Gross turnover is computed on a fiscal year based on the total benefit eligible positions within an organization and the total benefit eligible employee separations. Again, gross turnover includes all turnovers regardless of the cause. Gross turnover gives the overall picture and is often used to compare to other organizations.

$$\text{Gross Turnover Rate} = \frac{\text{Number of Benefit Eligible Employee Separations}}{\text{Total Number of Benefit Eligible Employees}}$$

Avoidable Turnover Definedⁱⁱ

This calculation yields the most significant measure of the effectiveness of a human resource program since it represents the portion of employee turnover that management has the most opportunity to control.

To compute this type of turnover, the unavoidable separations (those that occur for reasons over which the organization normally has no control [e.g., pregnancy, return to school, illness, death, marriage, or spousal relocation]) are deducted from the total separations for a given period to get avoidable terminations. Avoidable terminations are separations that management could have or may have prevented; for example, by increasing the salary of a worker leaving for a higher-paying job, providing needed job training, addressing personality conflicts between a supervisor and employee, etc. Avoidable turnover includes voluntary resignations and involuntary resignations.

When the system was created (PTRJCRE and PTRTREA) identifies if it is considered Avoidable or Unavoidable. The institution is responsible for accurate coding on the employment form.

$$\text{Avoidable Separations Turnover Rate} = \frac{\text{Total Separations Less Unavoidable Separations}}{\text{Total Number of Benefit Eligible Employees}}$$

Once the percent of avoidable turnover is identified, it's important to look at turnover computed by work unit (department, division, grade, etc.), as well as a system-wide rate, to better determine whether a turnover problem is localized or evidence of a trend among certain groups of workers.

Rule Forms Impacting Turnover Calculations

Please review the white paper on the training website that documents PTRJCRE, PTRTREA and PTVJVCY. This is located under the Employee Reports section in Human Resources.

Turnover Implications

According to SHRMⁱⁱⁱ (1993, reviewed 2002) The quantitative rate of turnover is important, but the personnel leaving an organization also is important. So, as we review the turnover calculations we need to also consider the human resources we lose when individuals exit the institution/system. Replacing these employees can be expensive and time-consuming. A company turnover reduction program may include one or a combination of the following strategies:

1. Realistic job previews
2. Improved selection
3. Good employee orientation
4. Appropriate training
5. Supervisory leadership
6. Well-designed employee mentoring systems
7. Equitable or fair pay system
8. Improved working conditions
9. Job enrichment
10. Opportunities for career advancement

Report Summary

Report A: Total Gross Employees Exiting by Institution (detail)

Report B: Total Gross Unavoidable Employees Exiting [Little Control by Employer] (detail)

Report C: Total Gross Avoidable Employees Exiting [Employer Opportunities to Control] (detail)

Report D(1): Calculation of Total Gross Turnover by Job Reason by Institution (summary)

Report D(2): Calculation of Gross Turnover by Job Reason by Institution-*benefit eligible* (summary)

Report E(1): Calculation of Total Avoidable Turnover by Job Reason by Institution (summary)

Report E(2): Calculation of Avoidable Turnover by Job Reason by Institution-*benefit eligible* (summary)

Report F(1) Gross Turnover by Salary Grade CSA (summary)

Report F(2) Gross Turnover by Salary Grade NFE (summary)

Report G(1) Gross Turnover by Salary Range CSA (summary)

Report G(2) Gross Turnover by Salary Range NFE (summary)

Report Information

Based on the attached coding will reflect how an individual is coded into the turnover report. NBAJOBS – Job Change Reason as well as PEAEMPL – Termination Reason will drive the results of this report.

The totals reported to the state during legislative session are the Avoidable Turnover percentages. We do not add in the unavoidable because the system could do little to nothing to prevent this turnover.

Report Logic

The totals from the head count are pulled from the December payroll of that Fiscal Year. So, if you run the report for FY08, the payroll from December 2007. If you run for FY09, the payroll from December 2008 will be used. This is due to trying to pull the same data that we use for Legislative Session in reporting for census and to ensure that the headcount is consistent with a full payroll month.

The program will only pull in Primary and Secondary positions. Overloads are not used in this report. Temporary employees if coded as secondary and primary are included; however, they are only reported in Gross All Employees and Unavoidable Turnover. This is to get a good understanding of total turnover in the system. Reporting to the state include only the benefit-eligible employees.

Employees that are benefit eligible that do not leave the organization on PEAEMPL (PEIEHIS) but have secondary jobs that terminate are not included on any of the reports. This is due to the fact that employee never left the organization. An employee might have a primary job and multiple secondary jobs that terminate throughout the year. So, long as that employee does

not terminate on PEAEMPL, those secondary/primary jobs that terminate due to transfers, promotions internally are not reported as turnover.

Related Documents:

See the white paper on PTRJCRE, PTRTREA and PTVJVCY.

Links:

NA

ⁱ EMPLOYEE TURNOVER: ANALYZING EMPLOYEE MOVEMENT OUT OF THE ORGANIZATION, SHRM 1993 and 2002.

ii EMPLOYEE TURNOVER: ANALYZING EMPLOYEE MOVEMENT OUT OF THE ORGANIZATION, SHRM 1993 and 2002.

iii EMPLOYEE TURNOVER: ANALYZING EMPLOYEE MOVEMENT OUT OF THE ORGANIZATION, SHRM 1993 and 2002.