Jefferson County Cost of Eligibility Specialist Turnover

Rachel Stanton
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Professional and Scholarly Background

Causes of turnover
- Management Effectiveness is frequently a driver of turnover
- Work environments (positive and negative) can be a significant driver of turnover
- Job dissatisfaction (largely corresponded to management styles)
- A support system is necessary is high-stress human services departments associated with a high degree of turnover
- Pay and promotional opportunities are important
- Political breakdowns
- The economy (and subsequently, the salary of employees)
- Bureaucratic progression (modernization)

Methods of Study

Data Collection
- Demetrius Parker gathered pertinent turnover and hiring data information from the years 2017, 2018, and 2019. Parker is a Human Resources Talent Manager and works in the hiring process but is an integral part of the human resources team for Jeffco and is imperative to this project.
- Rachel Stanton will pull announced data of turnover from the Community Assistance Division, which is given in the form of emails to all CAD employees. This data collection will be condensed into an Excel spreadsheet used by human resources to be used for data analysis. The Excel spreadsheet for data analysis will be provided by Demetrius Parker. Rachel Stanton will fill in the data points.

Findings

The data shows turnover over the years 2017-2019 are generally increasing although more years would be needed for a time series. The R-value is so low due to the lack of data points.

Regarding the data on the cost of turnover for one individual- $34,205.00 which is over 79% of an employees salary. This is very high for this position when, especially when taking into account the number of employees who have left the organization.

When reviewing what the percentage is for the agency, it remains relatively stable between 20%-30%.

Comparing the cost of one to the rates of those who have left per year gives us the annual cost of turnover- the figure below.

This shows the county a real loss of income and a tangible way to save money utilizing scholarly research.

Limitations

- COVID-19
- Breakdowns in communication between key contributors to the study
- Limiting time and resources due to added departmental work
- Limitations to the Xcel worksheet ‘Cost of One’
- Time spent on training by trainers
- Employee contributions to new hires (decrease in current employee productivity, shadowing, reviewing and authorizing cases, and answering questions)
- Additional training and development opportunities offered by Jeffco

Organizational Context

Jeffco: Jefferson County

CaT Community Assistance Division

Eligibility Specialist: Individuals employed by Jefferson County who serve the public by determining if citizens meet the federal, state, or county guidelines on assistance programs such as TANF (locally called Colorado Works), SNAP (food assistance), Adult Financial, or Medicaid and approve or deny these benefits.

Cost: For the purposes of this paper, cost will be described financial costs unless otherwise specified.

Employee Turnover: ‘Employees’ voluntary severance of employment’ (Rom. et. al., 2017, P 538)

Demographics

Jeffco has experienced higher than normal turnover in recent years. It is a relatively affluent and educated county where individuals with a bachelor’s degree or higher is around 41% (compared to 27.40% for the national average in 2008) (Jefferson County, CO). The prosperity of Jeffco allows for great parks, schools, and support programs. This makes for a potentially ideal work environment to hire great employees and be an employer of choice.

Turnover is a major concern because:
- Budget Concerns
  - TABOR Tax was not passed (gives unused tax dollars back to public instead of keeping them for government usage).
  - Costs to replace current employees
  - Length of time to get employees independent
- Losing experienced workers
  - Knowledge and experience is going away to surrounding (competing) counties.
  - Potential positive is replacing negative attitudes

Appendix 1

The table below shows the data collected from the years 2017-2019.

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage of Turnover</th>
<th>Annual Overall Cost of Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>22.9%</td>
<td>$655,689.91</td>
</tr>
<tr>
<td>2018</td>
<td>29.0%</td>
<td>$855,124.88</td>
</tr>
<tr>
<td>2019</td>
<td>29.5%</td>
<td>$786,714.89</td>
</tr>
</tbody>
</table>

Key to Cost:
- Total Cost of Turnover
- Percentage of Employer Salary

<table>
<thead>
<tr>
<th>Year</th>
<th>3-YEAR ANNUAL PERCENTAGE OF TURNOVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>20.46%</td>
</tr>
<tr>
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<td>2020</td>
<td>20.46%</td>
</tr>
</tbody>
</table>

Analysis:

1. Work to prevent turnover in the first place
   - Ensure salaries are competitive with surrounding counties.
   - Offer stay incentives
   - Improving employee morale
   - Review leadership effectiveness
   - Care and appreciation

2. Lessen consequences of turnover (discussed on the theory of collective turnover) through problem-solving
   - Productivity
   - Output
   - Inefficiency within organization
   - Performance
   - Return from state
   - Performance compared to other Counties
   - Customer Outcomes
     - Customer wait times
     - Overall customer satisfaction
     - Overall service quality

3. Perform data analysis for the last 10 years to get a more complete picture of what is occurring.