



## Commonwealth Workforce Planning Program

### Calculating Turnover Rates

Turnover is the attrition of employees through voluntary and/or involuntary terminations. It is, simply, the ratio of the number of workers that had left in a given time period to the average number of workers.

Within the commonwealth, we define the annual turnover rate\* as the number of total separations for the year divided by the average monthly employment for the year, times 100.

OA captures quarterly frozen views of HR data using the IRIS (Interim Reporting Information System) database. In lieu of using average monthly employment for the year, data can be computed by the average quarterly employment for the year using the frozen quarterly view (FRZ\_SAP\_AGENCY\_INTERFACE\_IRIS). Divide the number of total separations for the year by the annual number of employees (the average of four quarterly filled-position counts).

**For example:** Agency X experienced **112 separations** (voluntary and involuntary) during the year. The agency had the following numbers of filled positions by quarter:

|              |              |
|--------------|--------------|
| Qtr 1        | 2,417        |
| Qtr 2        | 2,544        |
| Qtr 3        | 2,722        |
| <u>Qtr 4</u> | <u>2,679</u> |
| <b>Avg</b>   | <b>2,590</b> |

$$112 / 2,590 = .0432, \text{ X by } 100 = 4.32 \text{ percent}$$

If agencies chose to calculate using monthly, rather than quarterly, figures, they would query the IRIS Agency Interface view on a given day each month to obtain the number of filled positions and capture the number of voluntary or involuntary separations since the last reporting date.

**Note:** You must include the FRZ\_VIEW\_LOND\_DT from the FRZ\_SAP\_AGENCY\_INTERFACE\_IRIS view to specify the frozen period for which you would like to obtain data. To specify the FRZ\_VIEW\_LOND\_DT, use the following format for the date criteria entered in this field: YYYY/MM, e.g., 2008/03, etc.

When calculating turnover, some agencies may desire to exclude seasonal or temporary employees from the data query. These employees are “planned” losses annually, so inclusion would skew overall rates.

\*This calculation for determining turnover rates is shared by the US Department of Labor, Bureau of Labor Statistics, Job Openings and Labor Turnover Survey (JOLTS), found at <http://www.bls.gov/jlt/home.htm>.

**Need more info?**

Check out [workforce planning resources online](#).

**Questions?** Contact OA, Bureau of Workforce Planning and Development at 717.787.3813.