

U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY (CHRA)
NONAPPROPRIATED FUNDS (NAF) TURNOVER REPORT
CALENDAR YEAR 2016



13 March 2017



U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER



PURPOSE	To provide analysis of Army NAF Turnover
INTRODUCTION	A company with low employment turnover is characterized as having a workforce in which employees are generally satisfied. Employee satisfaction is a contributing factor in increasing productivity and lowering costs. While it is the nature of any business to have turnover, high turnover negatively impacts morale, productivity, and ultimately the Army's mission. Frequent reviews and analysis of data help identify current trends and specific areas of concern.
METHODOLOGY	Turnover Rates were determined by a formula which calculates the number of separations during CY16 against the average strength of serviced population. The data includes all types of separations and reasons for separations to arrive at the annual totals. No separation actions were excluded as there was no systematic, factual and guaranteed method to exclude only those separations which do not result in a recruitment. Turnover data and separation data are presented in various forms and categorizations for the purpose of determining correlations between the data. Turnover is also categorized into controllable and uncontrollable categories. This classification is determined first by analyzing the separation reason, and in the absence of a separation reason, using the nature of action to determine if the separation was management initiated, or within the control of management (controllable), or not within the control of management (uncontrollable). Turnover cost analysis is also provided within this report.
DATA SOURCE	The separation data is collected directly from the Defense Civilian Personnel Data System (DCPDS) Tier 1 database using the TOAD for Oracle software. The strength and demographic data is collected from the DCPDS CRM database using Business Objects Xi software. Note: DCPDS coding is based on user input and adjustments were made to account for user error as deemed necessary. The raw data used to produce the analysis is available upon request.



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SUMMARY

The aggregate (non-filtered) percentage (36%) includes turnover for all of Army regardless of type of separation and constitutes the NAF HRO workload assigned to Nature of Actions (NOAs) that result in separation. The actual (filtered) turnover rate for Army NAF, after removing non-turnover types of separation actions (e.g., transfers from one installation to another that is not a loss to Army NAF) is 34%. Both rates have seen an increase since CY14 after 7 years of these rates either decreasing or remaining stable.

Considering all CY16 turnover, 39% fell into the controllable category and the remaining 61% fell into the uncontrollable category. More effective turnover data analysis could be achieved if specific reason for separation was provided each time an employee separates. Since 2011, this has been a challenge across the enterprise. Current efforts to obtain specific reasons for separation include; management requesting the reason from employees at the time of resignation and HR offices collecting the reason for separation during employee outprocessing orientation. Since neither effort yields a guarantee of communication with each separating employee, turnover analysis on the reason for separation is not as informative as it could be, therefore a better solution is warranted.

The greatest number of employees separating in CY16 were found in the 20-39 age group. Another trend reflected a spike in the number of military spouses separating from the rolls, as compared with previous years. Should this trend continue, without supplemental increase in military spouses being hired, there will be decreased military spouse representation in the Army. NAF workforce. The majority of CY16 separations were also from employees in the flexible employment category. Within those separations, 96% were Flex 00, meaning management was not willing to guarantee the employees they would be scheduled any hours per week. Overall CY16 NAF turnover cost Army NAF approximately \$54,974,925, a \$23,179,339 increase from the CY14.



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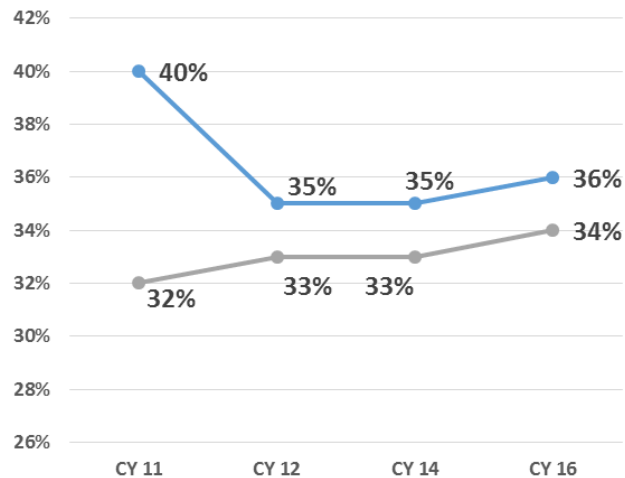


TURNOVER

Both aggregate and actual turnover have increased.

In CY 16, Army NAF achieved the fourth lowest actual turnover rate in the 9 year historical period.

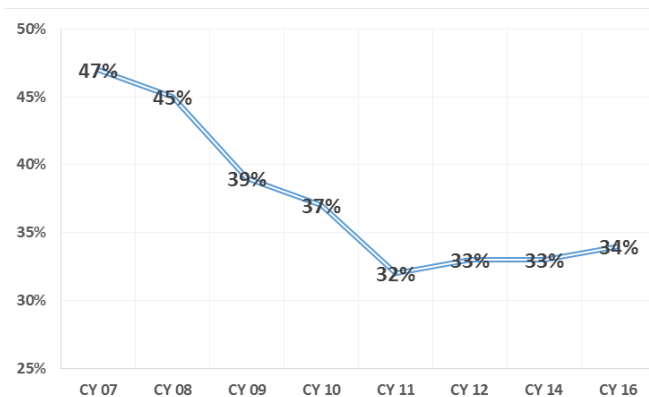
Aggregate vs. Actual Turnover



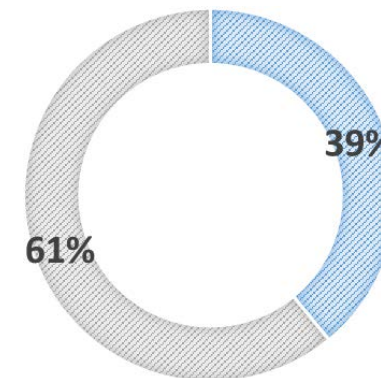
Aggregate turnover includes all separations regardless of type which is useful in determining workload impact.

Actual turnover removes non-turnover type separations (e.g. transfers from one installation to another that is not a loss to Army NAF).

Historical Actual Turnover



Controllable vs. Uncontrollable Turnover



Controllable turnover includes all separations whose reason for separation indicates a management initiated separation or a reason for separation which management has direct control over.

Uncontrollable turnover includes all separations whose reason for separation indicates an employee driven reason which management cannot control.



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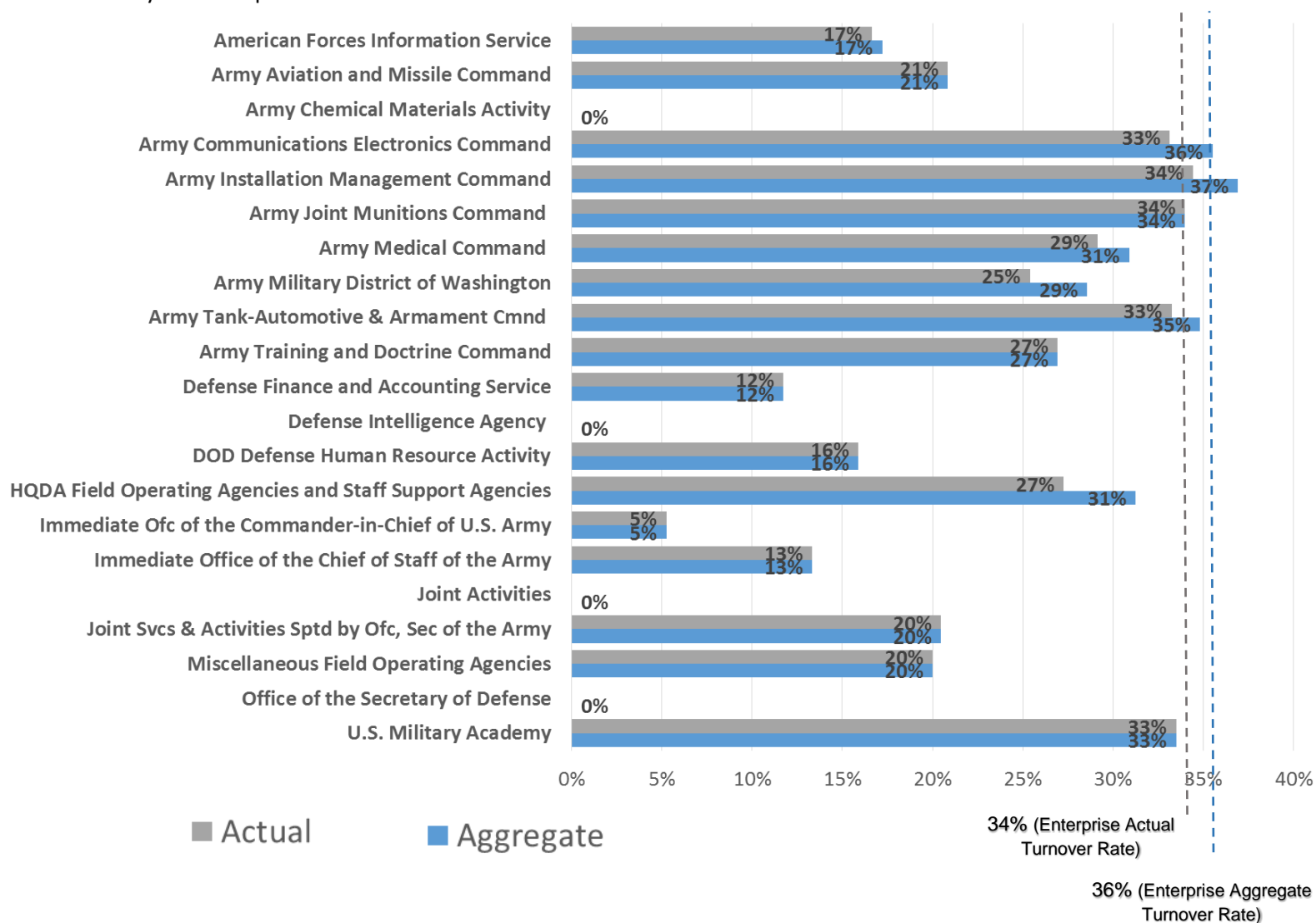
TURNOVER (CONT)

Since IMCOM employs 85% of the serviced population of Army NAF, its turnover has a higher weight than other commands and has the greatest effect on the enterprise turnover rate.

If IMCOM was excluded the aggregate enterprise turnover rate would drop to 29% and the actual rate would drop to 27% considering only the other commands. Therefore, we recommend other commands use these as benchmark rates.

Turnover by Command

Army NAF is comprised of NAF employees under 21 separate command or agency codes within the Department of the Army or the Department of Defense.





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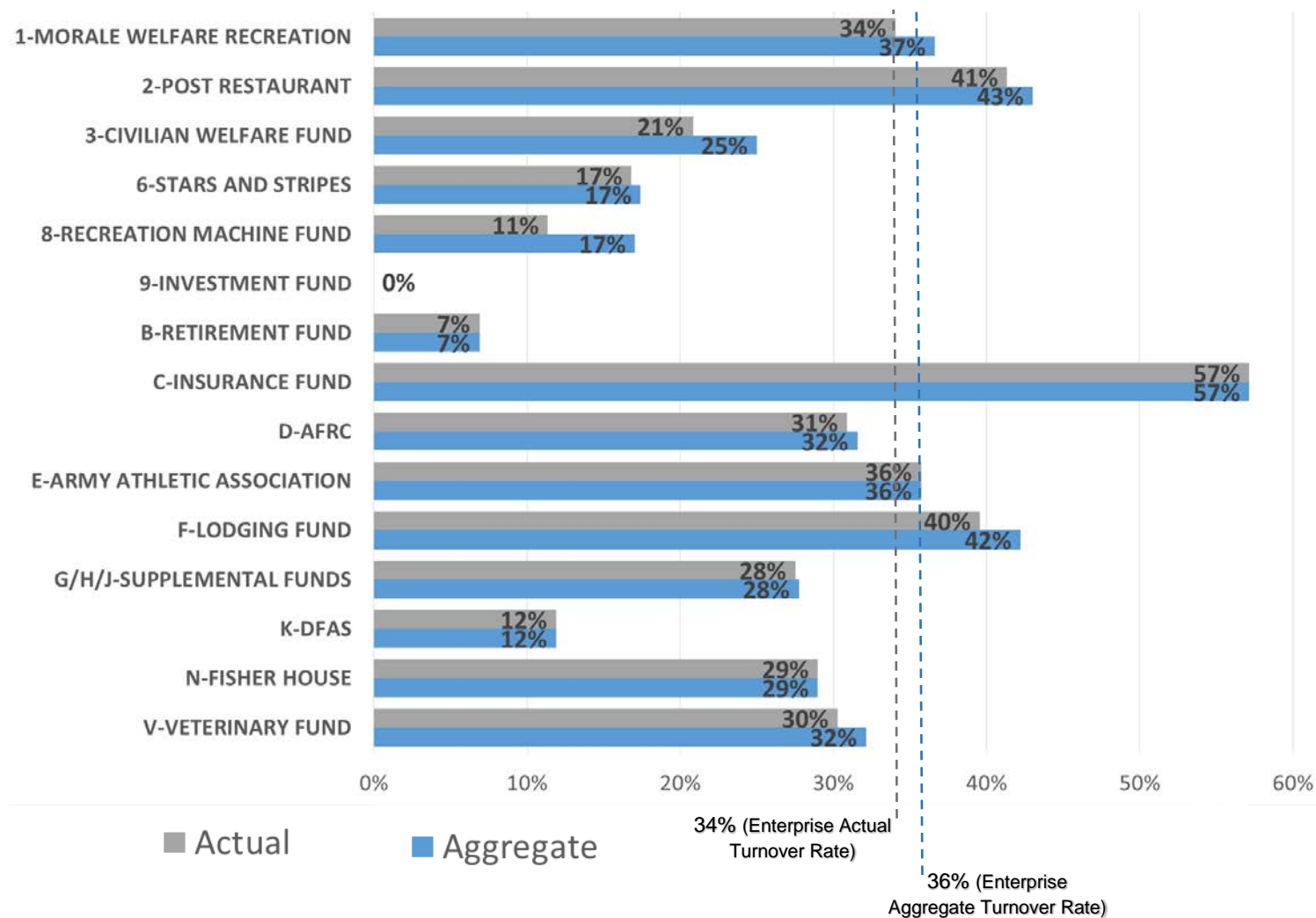


TURNOVER (CONT)

Morale, Welfare, and Recreation (MWR), Post Restaurant, Insurance Fund and Lodging Fund NAFI's all exceeded the enterprise turnover rate of 36%.

Turnover by NAFI

A NAFI is a **Nonappropriated Fund Instrumentality**. Seventeen NAFIs exist in Army NAF and they exist to keep financials and budgetary operations separate based on separate missions.





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SEPARATIONS

Regretfully, the number one reason (23.83% of the time) provided to HR by the employee/ management for resignation is no reason at all.

For this reason, we cannot significantly determine why employees leave.

2016 saw an increased amount of retirements than 2014.

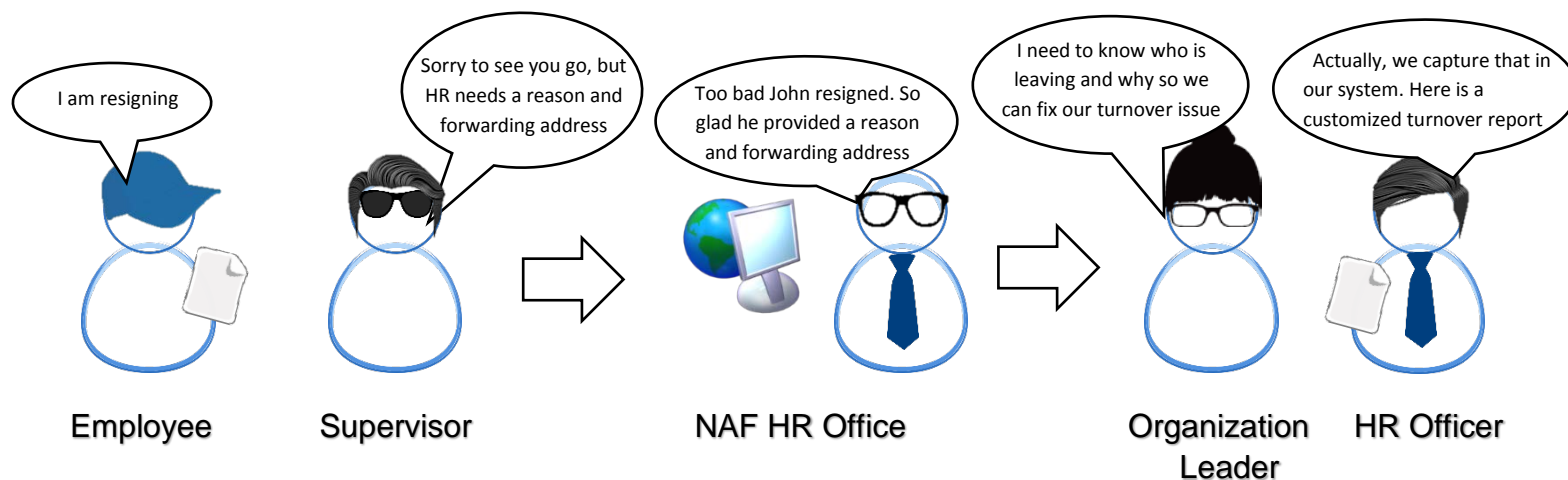
49% of resignation RPAs are sent to HR on or before the effective date of the resignation in order for HR to potentially schedule an out-processing.

51% of resignation RPAs are sent to HR after the resignation date has passed, at which time it's too late to out-process the employee.

Top 15 Reasons for Separation

- | | |
|---|--|
| #1: RESIGN-NO REASON PROVIDED-NO OTHER INFO AVAILABLE | #9: RETIREMENT-VOLUNTARY |
| #2: RESIGN-MOVING OUT OF THE AREA | #10: RESIGN-PUBLIC LAW 101-508 |
| #3: RESIGN-PERSONAL REASONS | #11: RESIGN-FURTHER EDUCATION |
| #4: RESIGN-TO ACCEPT POSITION IN PRIVATE INDUSTRY | #12: TERM-EXPIRATION OF APPOINTMENT |
| #5: RESIGN-OTHER | #13: RESIGN-PERMANENT CHANGE OF STATION |
| #6: RESIGN-TO ACCEPT APPOINTMENT IN ANOTHER AGENCY | #14: TERMINATION-ORDINARY NOTICE |
| #7: TERMINATION-OTHER | #15: TERMINATION-ABANDONMENT OF POSITION |
| #8: RESIGN-TO ACCOMPANY SPOUSE | |

Ideal scenario:





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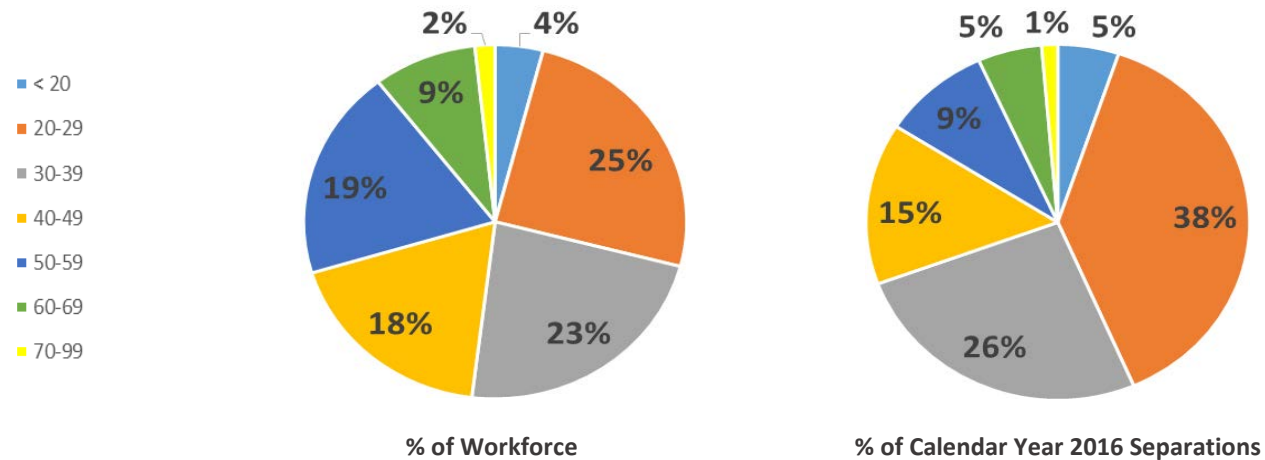


SEPARATIONS (CONT)

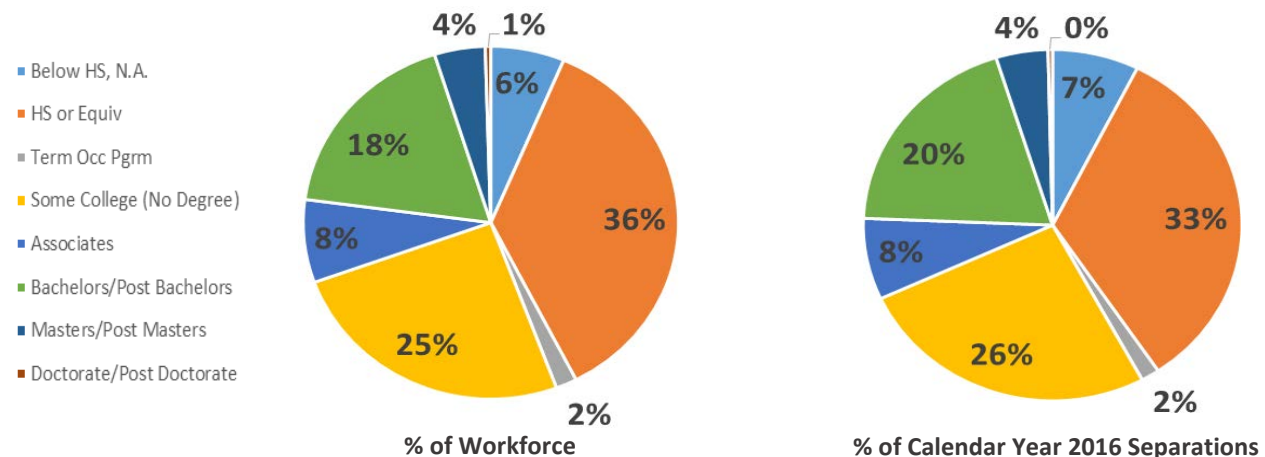
Army NAF is not able to retain the workforce between ages 20 – 39 years of age. This age group accounted for 64% of the CY 16 separating workforce. It is critical to retain this workforce to fill the spots of future retirees and avoid competency and knowledge gaps based on loss in historical knowledge.

Overall, we appear to have a loss by educational category within the same proportion we employ. Therefore, there is no proportionally significant loss in any one educational background.

Demographics & Separations by Age



Demographics & Separations by Educational Background





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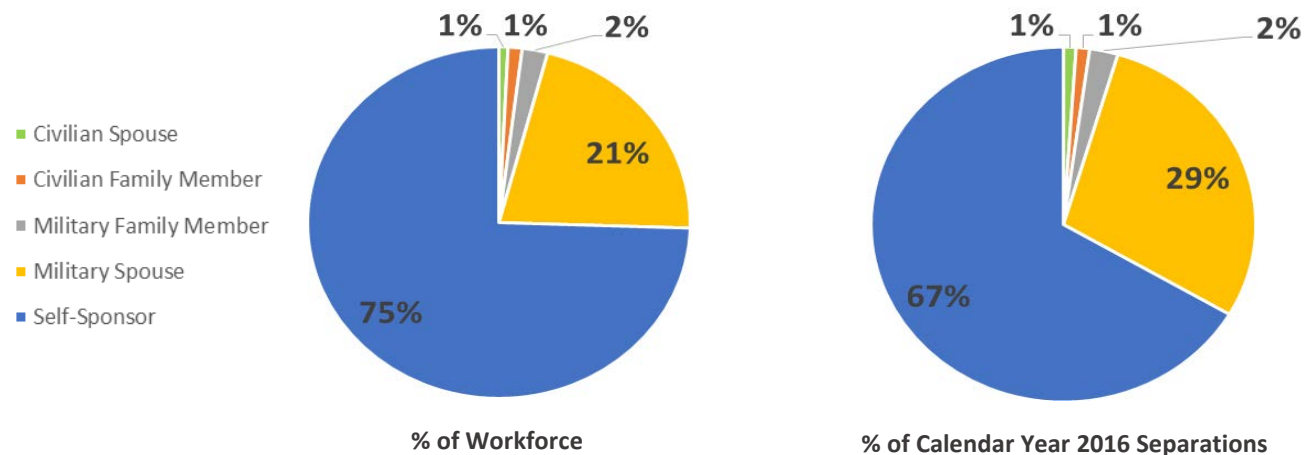
SEPARATIONS (CONT)

There is a statistically significant trend in losing military spouses from the NAF workforce. If this trend is not supplemented by a commensurate hiring of military spouses in their place, we will see a reduction in the proportion of military spouses we employ as compared to our remaining workforce.

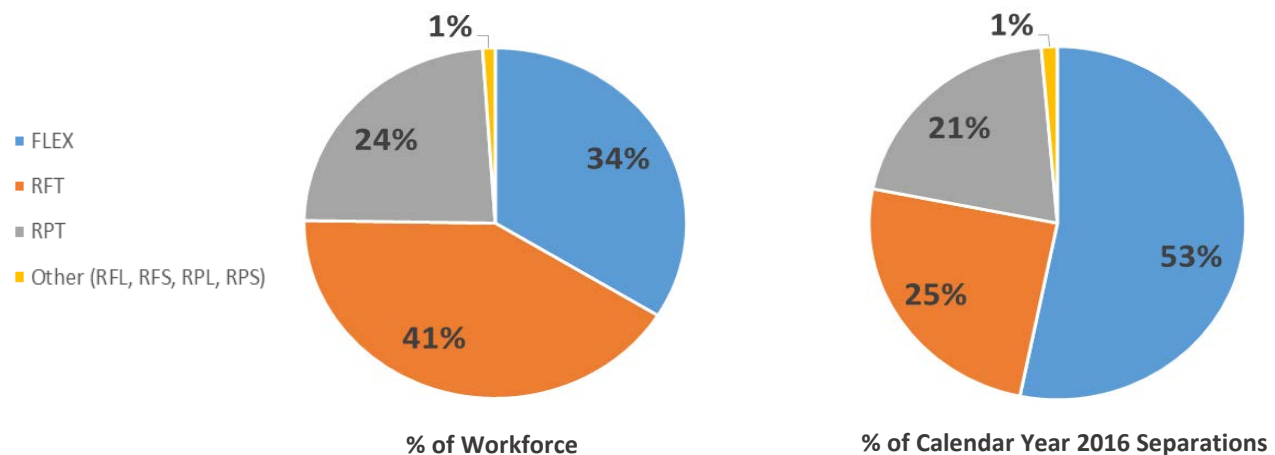
A significant portion of the flexible workforce is resigning with approximately 51% of those losses having a separation reason which was potentially controllable. In comparison, only 27% of Part Time resignations and 22% of Full Time into this category.

95% of the resigning flexible workforce were guaranteed zero hours per week.

Demographics & Separations by Dependent Status



Demographics & Separations by Employment Category





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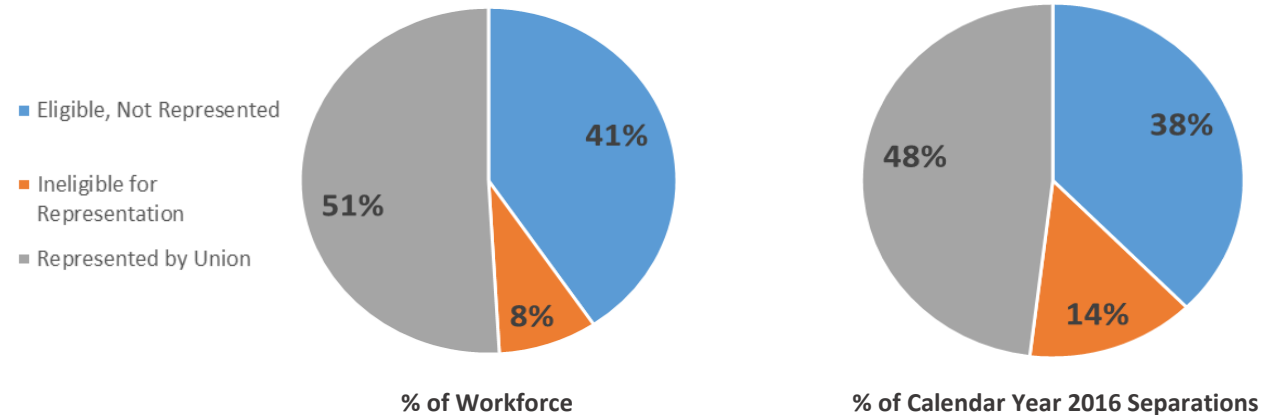


SEPARATIONS (CONT)

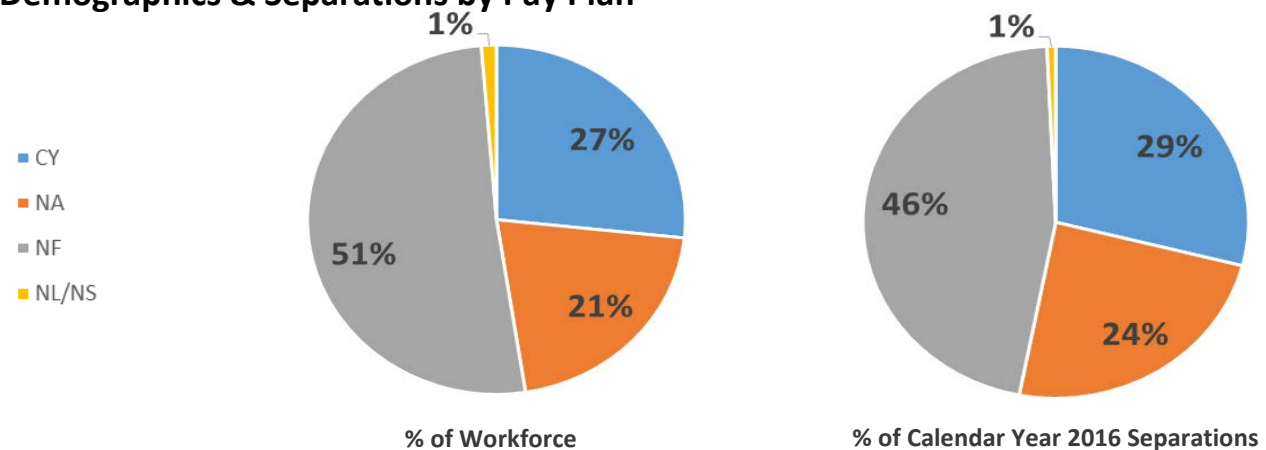
Union representation does not appear to have a statistically significant impact on an employee's decision to leave Army NAF.

There appears to be a slightly higher amount of CY and NA pay plan separations than NF. This could be a result of approximately 51% of the NA workforce being in a Flexible employment category, and 32% of the CY workforce. Only 25% of the NF workforce is Flexible.

Demographics & Separations by Union Representation



Demographics & Separations by Pay Plan





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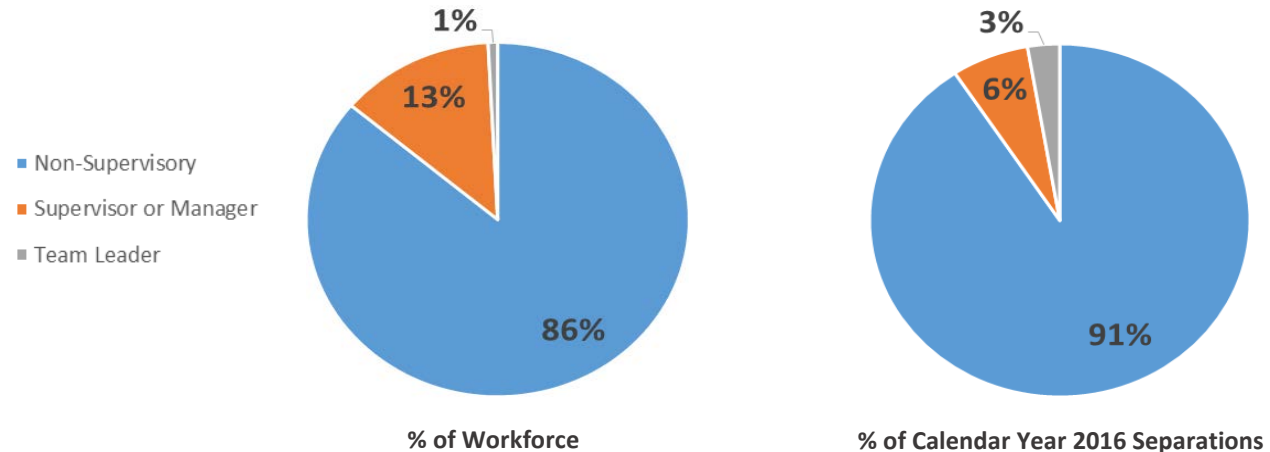
SEPARATIONS (CONT)

The majority of the separating workforce is non-supervisory, suggesting we do not have a significant issue in keeping our supervisors and leaders.

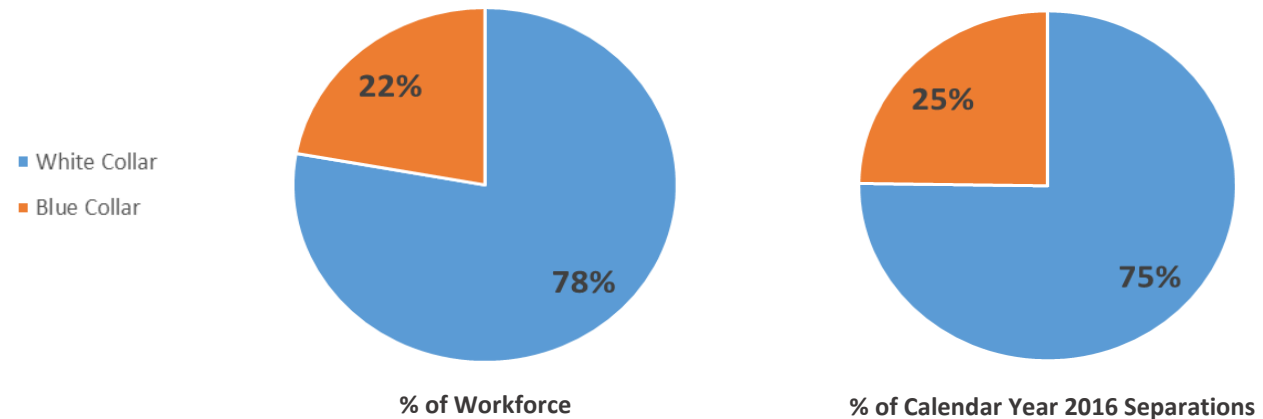
51% of the CY 16 Blue Collar separations fell into the controllable category.

71% of the CY 16 Blue Collar separations were from Flexible positions, 96% of those were from Flexible positions guaranteeing the employee zero hours a week.

Demographics & Separations by Supervisory Status



Demographics & Separations by Occupational Category





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SEPARATIONS (CONT)

Demographics & Separations by White Collar Occupational Group

% of Workforce

#1: 1700 – Education (43%)

#2: 0100 – Social Science, Psychology, and Welfare (19%)

#3: 0300 – General Admin, Clerical & Office Svcs (13%)

#4: 1100 – Business and Industry (8%)

#5: 0500 – Accounting and Budget (4%)

% of Calendar Year 2016 Separations

#1: 1700 – Education (45%)

#2: 0100 – Social Science, Psychology, and Welfare (23%)

#3: 0300 – General Admin, Clerical & Office Svcs (12%)

#4: 1100 – Business and Industry (6%)

#5: 2000 – Supply (3%)

Demographics & Separations by Blue Collar Occupational Category

% of Workforce

#1: 7400 – Food Preparation and Serving (55%)

#2: 3500 – General Services and Support Work (21%)

#3: 4700 – General Maintenance and Ops Work (7%)

#4: 5700 – Transportation/Mobile Equip Operation (6%)

#5: 6900 – Warehousing and Stock Handling (3%)

% of Calendar Year 2016 Separations

#1: 7400 – Food Preparation and Serving (62%)

#2: 3500 – General Services and Support Work (20%)

#3: 5700 – Transportation/Mobile Equip Operation (5%)

#4: 4700 – General Maintenance and Ops Work (4%)

#5: 6900 – Warehousing and Stock Handling (3%)



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SERVICED POPULATION

TURNOVER BY CHRA HRO

West and Southwest Regions appear to have the highest turnover within their serviced workforce.

North Central Region appears to have not only the lowest aggregate turnover, but also the most amount of transfers.

Vicenza is tied with Dugway PG as having the workforce with the highest turnover.

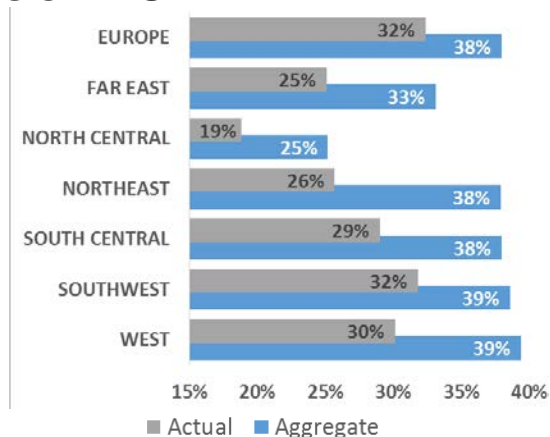
Korea NAF HROs may be experiencing higher turnover due to the second and third order effects of the proposed Korea Transformation plans.

HQDA NAF HR saw the lowest turnover in CY 14 and again in CY 16.

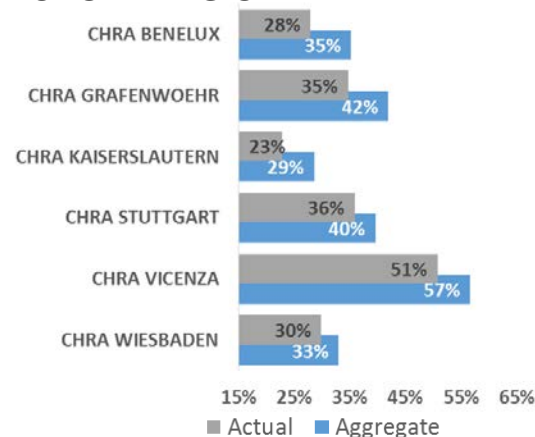
Turnover by Region

CHRA oversees 54 Human Resources Offices, separated into 7 Regions which provide HR services to 91% of the Army NAF workforce. The remaining 9% are serviced by IMCOM operated NAF HR Offices.

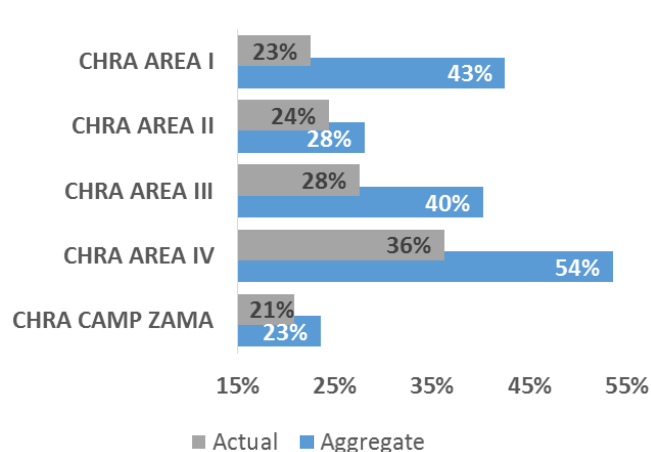
REGIONAL OVERVIEW



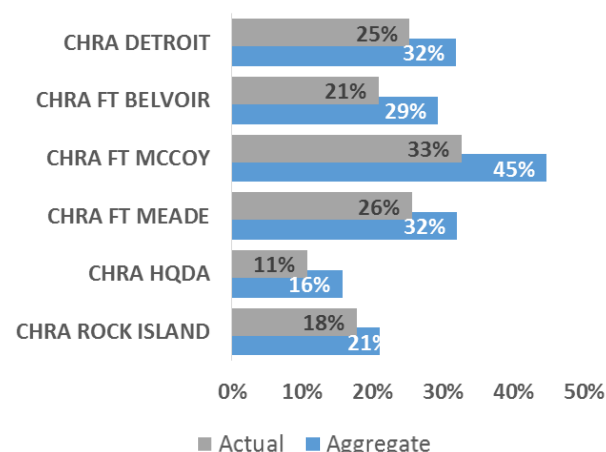
EUROPE REGION



FAR EAST REGION



NORTH CENTRAL REGION





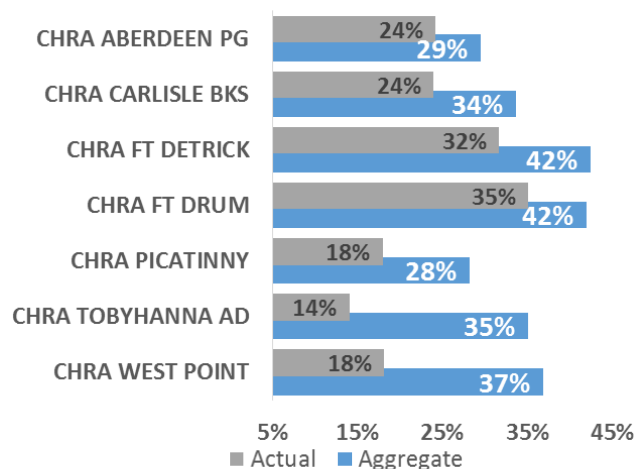
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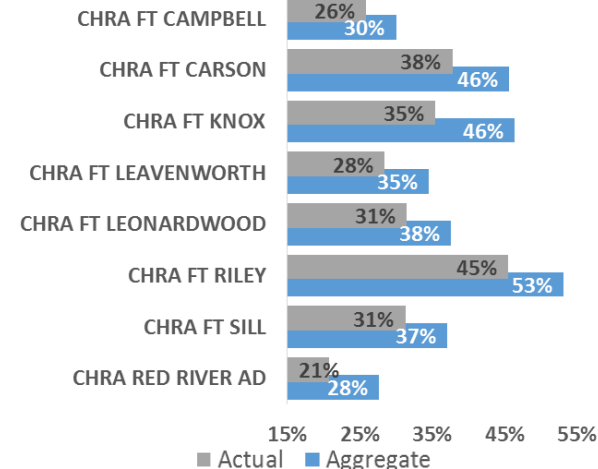
SERVICED POPULATION TURNOVER BY CHRA HRO

Fort Riley appears to have a high turnover rate for its serviced population, but this may be due to CYSS traditionally accounting for 65% of its workforce.

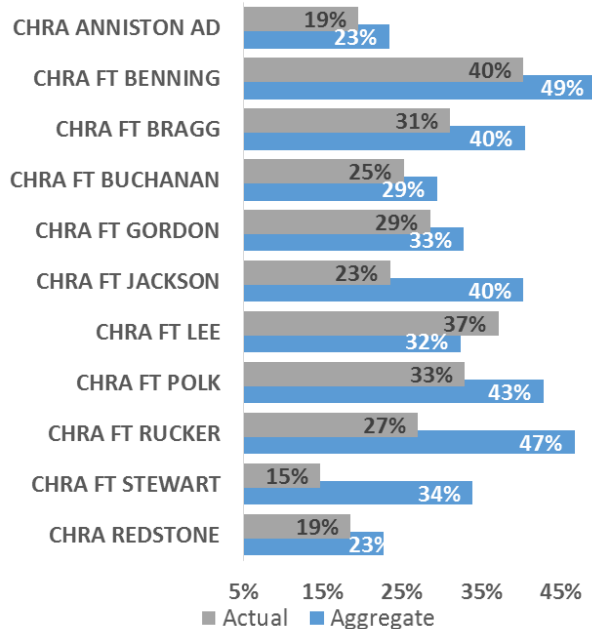
NORTHEAST REGION



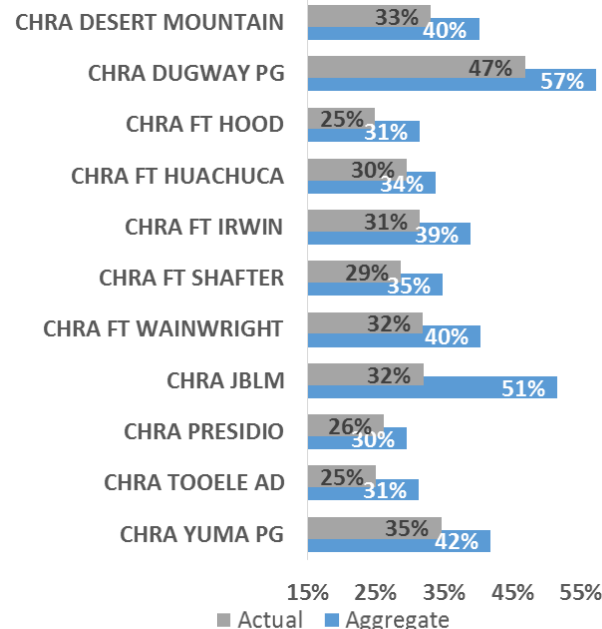
SOUTHWEST REGION



SOUTH CENTRAL REGION



WEST REGION





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TURNOVER COSTS

In 2014, turnover cost the Army approximately \$31,795,586.00.

There is a significant increase in the cost from CY 14 to CY 16, due primarily in an additional 2,168 regular separations in CY 16 than regular employees who resigned in CY14.

Turnover costs per employee were determined by a formula which calculated twenty-five percent of the average annual salary of a specific workforce employment category (i.e. regular, flexible...etc.). For regular employees, the approximate cost of benefits is also included. Turnover costs per employee are then multiplied by the number of separations within each employment category to determine the overall turnover cost.

FORMULAS:

Calendar Year Turnover Cost = Total Turnover Cost per Employee * Total Number of Separations

Total Turnover Cost per Employee = 25% of Average Salary + 25% of Cost of Benefits
25% of Cost of Benefits = 30% of Average Salary * 0.25

CALCULATION:

1. **Regular Workforce:** \$7,290 (25% of Avg Salary) + \$2,187 (25% of Cost of Benefits) = **\$9,477**

$\$9,477 \times 4,291$ (# of Regular Separations) = **\$40,665,807**

2. **Flexible Workforce:** \$2,934 (25% of Avg Salary) * 4,877 (# of Flex Separations) = **\$14,309,118**

3. **Army NAF Calendar Year Turnover Cost:** \$40,665,807 + \$14,309,118 = **\$54,974,925**

CY 16 Army NAF Turnover Cost was \$54,974,925



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HIRES & LOSSES

In CY16, for every 1.01 Hires,
there was 1 Loss.

This is an unsustainable
attrition rate.

Inherently, almost every loss results in the need for a hire. 9,168 employees left Army NAF rolls in Calendar Year 2016. However, 9,275 employees were hired in the same period. Generally speaking there is no need for a recruitment or hire action, if there is no loss in the first place.

CALENDAR YEAR 2016 HIRES AND LOSSES

MONTH	LOSSES	HIRES	HIRES PER LOSS
January	716	671	0.94
February	607	673	1.11
March	719	837	1.16
April	751	813	1.08
May	824	1025	1.24
June	884	1072	1.21
July	813	748	0.92
August	960	804	0.84
September	948	831	0.88
October	695	597	0.86
November	744	530	0.71
December	507	674	1.33
TOTAL:	9168	9275	1.01

ENCLOSURES

Enclosed are command-specific turnover reports. A separate report was generated only for the major NAF commands which comprise the majority of the Army NAF workforce. If your command is not listed, please contact your servicing NAF HR Office for a turnover report.



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CALENDAR YEAR 2016 ARMY NAF TURNOVER



ENCLOSURES:

ENCL 1, TURNOVER BY COMMAND – CHRA

ENCL 2, TURNOVER BY COMMAND – IMCOM

ENCL 3, TURNOVER BY COMMAND – MEDCOM

ENCL 4, TURNOVER BY COMMAND – STARS & STRIPES

ENCL 5, TURNOVER BY COMMAND – NAF FINANCIAL SERVICES (NFS)

ENCL 6, EMPLOYEE RETENTION REPORT



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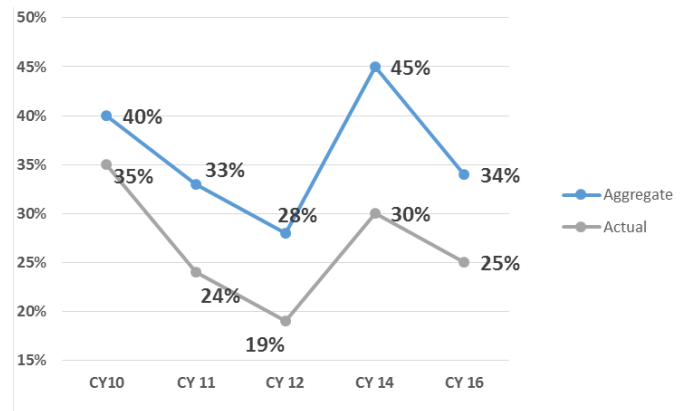


TURNOVER BY COMMAND (CHRA)

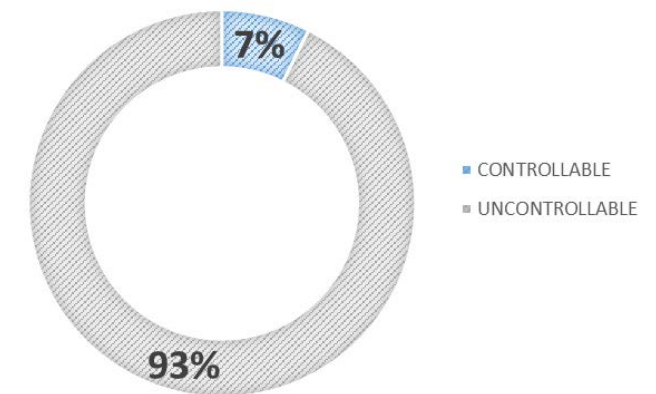
COMMAND: CIVILIAN HUMAN RESOURCES AGENCY (CHRA)

The following data pertains to turnover only within the Civilian Human Resources Agency NAF Human Resources community.

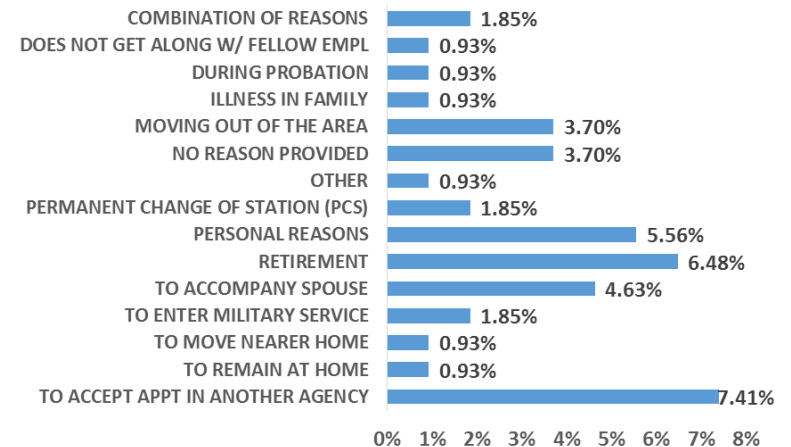
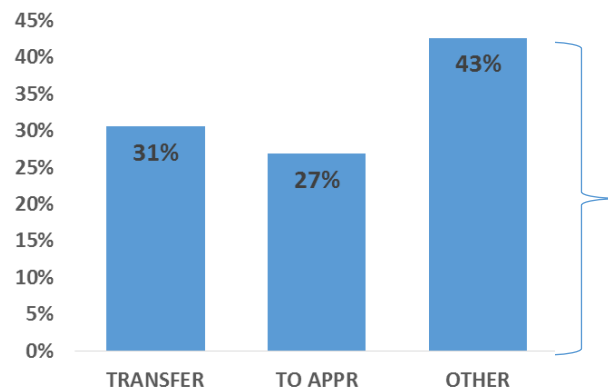
Aggregate vs. Actual Turnover



Turnover by Type



Reasons for Separation



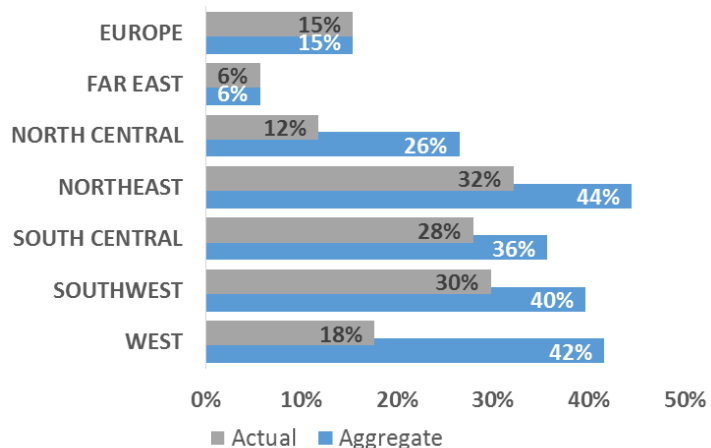


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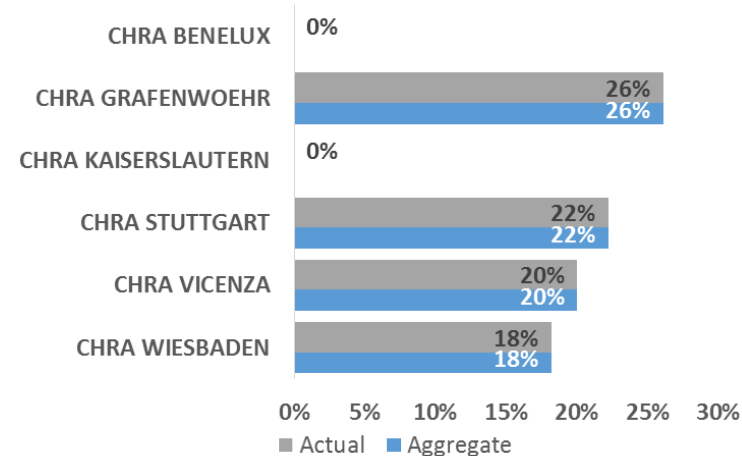


TURNOVER BY COMMAND (CHRA CONT)

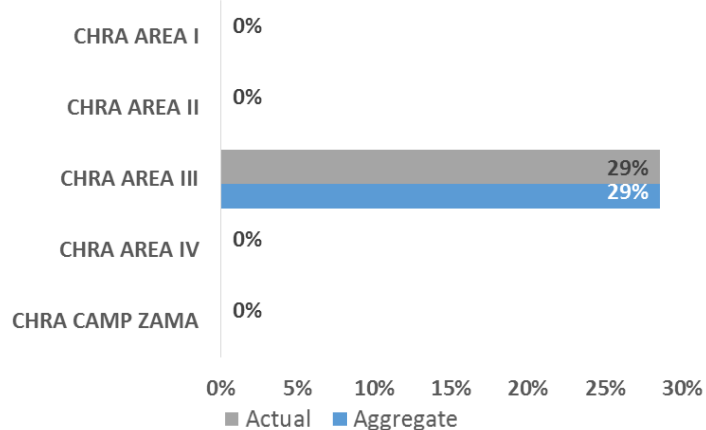
All CHRA Regions



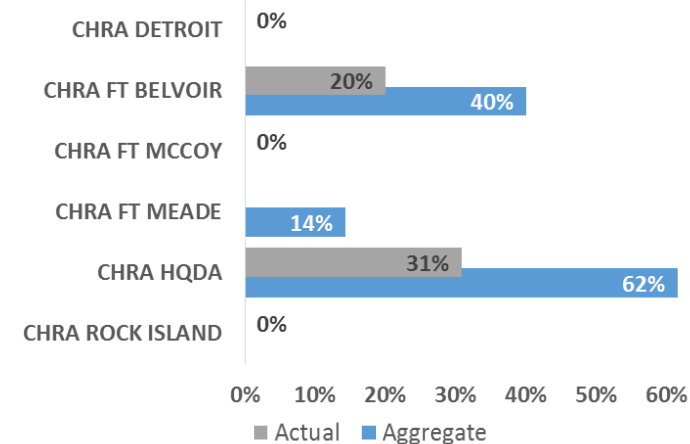
Europe NAF HR Os



Far East NAF HROs



North Central NAF HROs



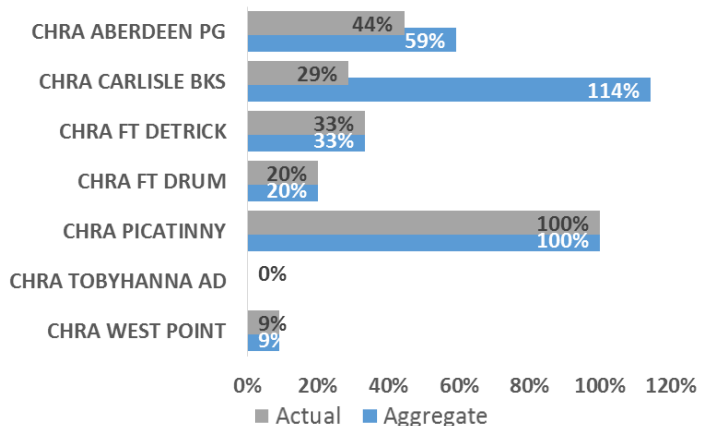


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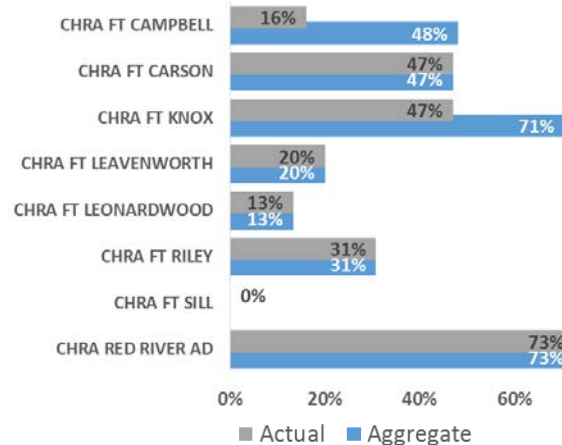


TURNOVER BY COMMAND (CHRA CONT)

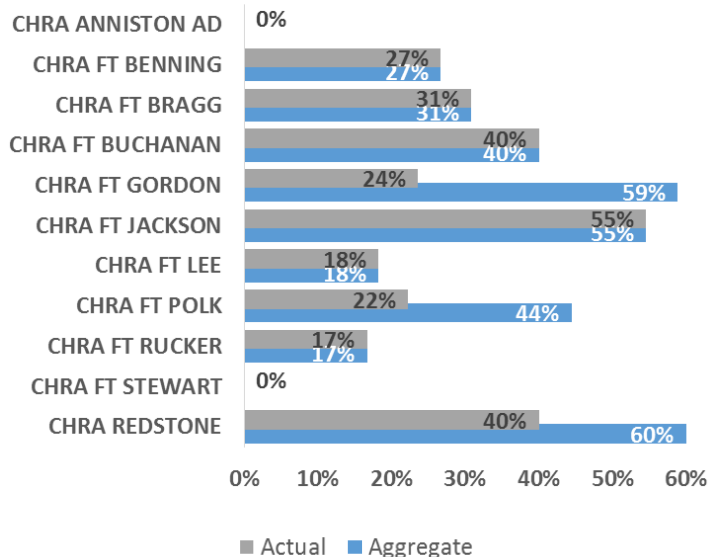
Northeast NAF HROs



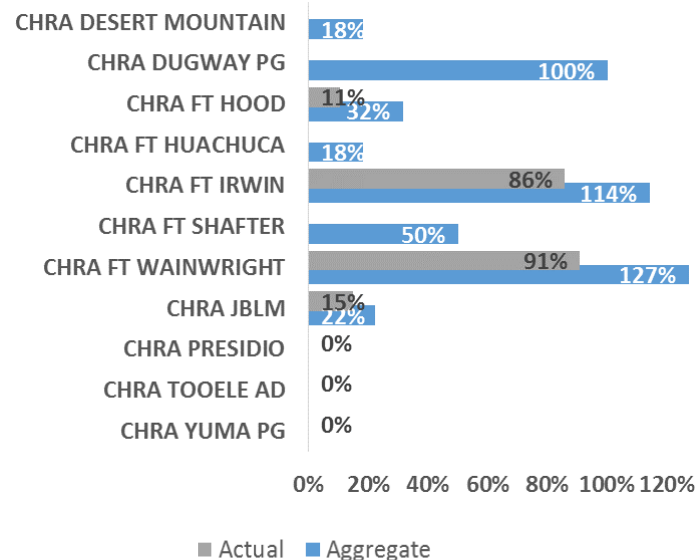
Southwest NAF HROs



South Central NAF HROs



West NAF HROs





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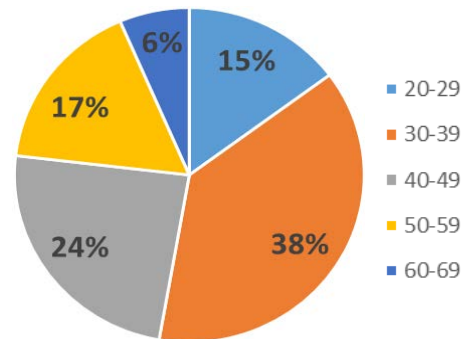


TURNOVER BY COMMAND (CHRA CONT)

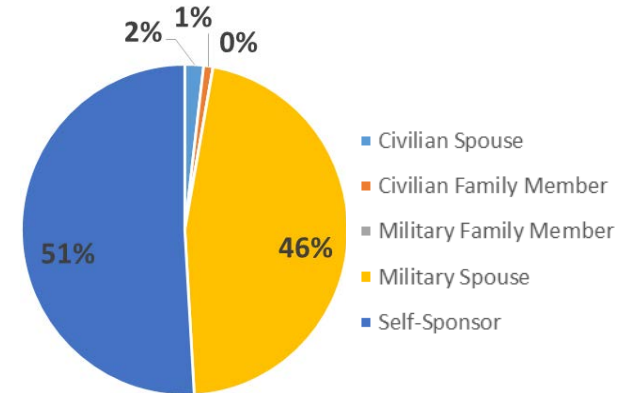
SEPARATIONS BY CATEGORY

The following displays the calendar year 2016 separations within CHRA by specific categories.

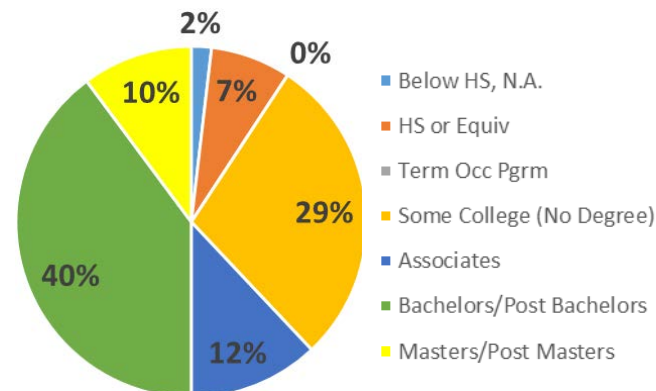
Age Group



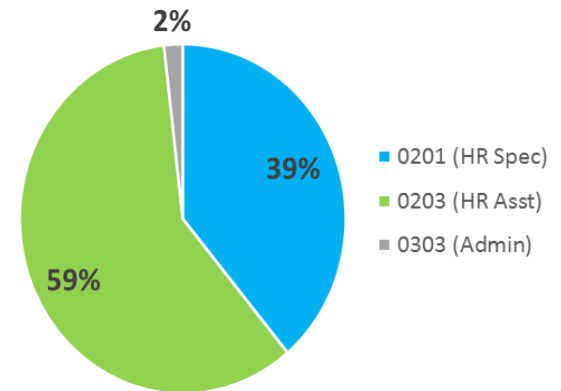
Dependent Status



Education



Occupational Series





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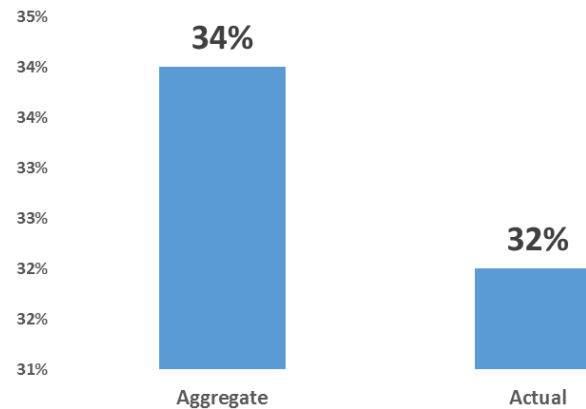


TURNOVER BY COMMAND (IMCOM)

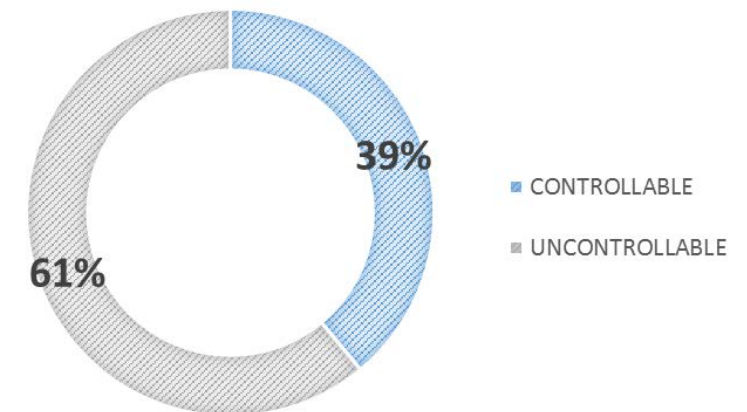
COMMAND: INSTALLATION MANAGEMENT COMMAND

The following data pertains to turnover only within the Installation Management Command NAF workforce.

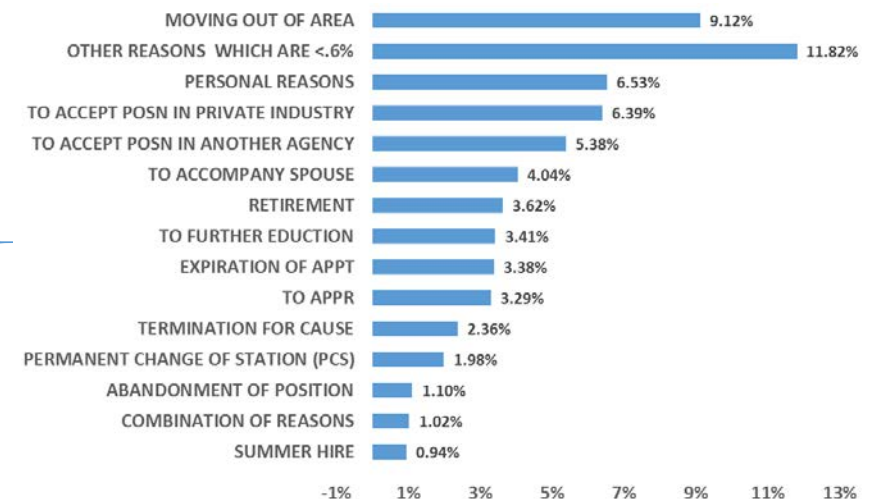
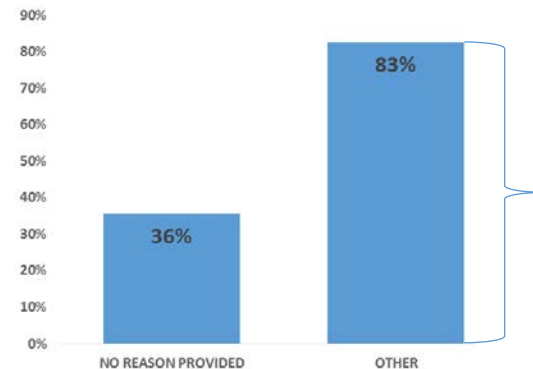
Aggregate vs. Actual Turnover



Turnover by Type



Reasons for Separation





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TURNOVER BY COMMAND (IMCOM CONT)

UIC	GARRISON	Actual	Aggregate	Controllable	Uncontrollable
W4QVAA	USAG ABERDEEN PG	24%	25%	37%	63%
W0LXAA	USAG ANNISTON ARMY DEPOT	22%	23%	39%	61%
W6FHAA	USAG ANSBACH	30%	42%	9%	91%
W6E6AA	USAG BAUMHOLDER	27%	32%	29%	65%
W6FMAA	USAG BAVARIA	40%	44%	41%	59%
W6EZAA	USAG BENELUX	36%	41%	19%	81%
W0L7AA	USAG BLUEGRASS ARMY DEPOT	47%	47%	47%	53%
W6LEAA	USAG BRUSSELS	26%	26%	0%	100%
W3BHAA	USAG CAMP HUMPHREYS	34%	44%	16%	84%
W1FDAA	USAG CAMP RED CLOUD/CASEY	23%	43%	6%	94%
W6CMAA	USAG CARLISLE BARRACKS	32%	32%	65%	35%
W6B1AA	USAG DAEGU	40%	54%	5%	95%
W34WAA	USAG DETROIT ARSENAL	31%	32%	55%	45%
W6B6AA	USAG DUGWAY PG	53%	55%	43%	57%
W2LQAA	USAG FT AP HILL	30%	33%	69%	31%
W4VNAA	USAG FT BELVOIR	27%	29%	52%	48%
W6CRAA	USAG FT BENNING	48%	50%	68%	32%
W6CLAA	USAG FT BLISS	35%	37%	28%	72%
W0U3AA	USAG FT BRAGG	38%	40%	48%	52%
W1H1AA	USAG FT BUCHANAN	29%	32%	34%	66%
W0U4AA	USAG FT CAMPBELL	27%	30%	42%	58%
W0VNAA	USAG FT CARSON	42%	45%	32%	68%
W6B2AA	USAG FT DETRICK	39%	43%	45%	55%
W0XQAA	USAG FT DRUM	40%	43%	40%	59%
W6CBAA	USAG FT GORDON	31%	32%	62%	38%
W6JSAA	USAG FT GREELY	17%	20%	21%	79%
W4LKAA	USAG FT HAMILTON	18%	20%	63%	38%
W0VCAA	USAG FT HOOD	30%	31%	39%	61%



U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER



TURNOVER BY COMMAND (IMCOM CONT)

UIC	GARRISON	Actual	Aggregate	Controllable	Uncontrollable
W6CFAA	USAG FT HUACHUCA	33%	34%	18%	82%
W6GSAA	USAG FT HUNTER LIGGET	68%	74%	56%	44%
W4E6AA	USAG FT IRWIN	34%	38%	29%	71%
W6CCAA	USAG FT JACKSON	39%	40%	50%	50%
W6CDAA	USAG FT KNOX	46%	47%	49%	51%
W6B7AA	USAG FT LEAVENWORTH	35%	36%	38%	62%
W6CPAA	USAG FT LEE	29%	32%	48%	52%
W6B8AA	USAG FT LEONARD WOOD	35%	38%	30%	70%
W0XYAA	USAG FT MCCOY	34%	34%	37%	63%
W35SAA	USAG FT MCNAIR	13%	13%	0%	100%
W0USAA	USAG FT MEADE	31%	33%	29%	71%
W0VFAA	USAG FT POLK	39%	42%	29%	71%
W0VMAA	USAG FT RILEY	50%	54%	20%	80%
W6CEAA	USAG FT RUCKER	46%	47%	39%	61%
W6CSAA	USAG FT SILL	36%	38%	27%	73%
W0VAAA	USAG FT STEWART	31%	33%	34%	66%
W6L7AA	USAG FT WAINWRIGHT	36%	41%	27%	73%
W6LGAA	USAG GARMISCH	16%	19%	13%	88%
W3RBAA	USAG HAWAII	30%	33%	27%	73%
W6FNAA	USAG HOHENFELS	40%	45%	23%	77%
W6CYAA	USAG JAPAN	23%	27%	8%	93%
W0UCAA	USAG JB MYER-HENDERSON HALL	15%	17%	53%	47%
W12KAA	USAG JOINT BASE LEWIS-MCCHORD	48%	51%	57%	43%
W0L6AA	USAG LETTERKENNY ARMY DEPOT	21%	21%	40%	60%
W390AA	USAG MCALESTER ARMY AMMUNITION PLANT	33%	33%	43%	57%
W1EWAA	USAG MIAMI	19%	21%	44%	56%
W038AA	USAG NATICK	35%	35%	100%	0%
W6B3AA	USAG PICATINNY ARSENAL	25%	27%	59%	41%



U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER



TURNOVER BY COMMAND (IMCOM CONT)

UIC	GARRISON	Actual	Aggregate	Controllable	Uncontrollable
W0K4AA	USAG PINE BLUFF ARSENAL	33%	33%	31%	69%
W6CGAA	USAG PRESIDIO OF MONTEREY	31%	32%	23%	77%
W0MCAA	USAG RED RIVER ARMY DEPOT	59%	59%	58%	42%
W0WFAA	USAG REDSTONE ARSENAL	22%	22%	37%	63%
W6B9AA	USAG ROCK ISLAND ARSENAL	20%	21%	37%	63%
W6E0AA	USAG SCHINNEN	5%	10%	0%	100%
W0MJAA	USAG SIERRA ARMY DEPOT	14%	20%	14%	86%
W6E1AA	USAG STUTTGART	38%	40%	17%	83%
W0MLAA	USAG TOBYHANNA ARMY DEPOT	33%	36%	50%	50%
W0MMAA	USAG TOOEE ARMY DEPOT	31%	31%	60%	40%
W6E7AA	USAG VICENZA	52%	56%	35%	65%
W0K9AA	USAG WATERVLIET ARSENAL	29%	29%	60%	40%
W6BMAA	USAG WEST POINT	43%	45%	78%	22%
W6CJAA	USAG WHITE SANDS	43%	46%	48%	52%
W6E9AA	USAG WIESBADEN	30%	33%	27%	73%
W6B0AA	USAG YONGSAN	26%	29%	8%	92%
W6CKAA	USAG YUMA	39%	42%	21%	79%

UIC	GARRISON	Actual	Aggregate	Controllable	Uncontrollable
ELAREU	AFRC EDELWEISS	49%	50%	14%	86%
SHOFGR	AFRC SHADES OF GREEN	23%	24%	61%	39%
DRHILO	ARFC DRAGON HILL	28%	32%	6%	94%
HAKOHO	ARFC HALE KOA	31%	32%	18%	82%
W6BD20	IMCOM G9	26%	33%	29%	71%



U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER

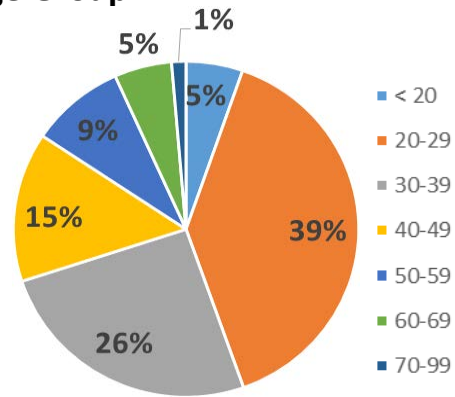


TURNOVER BY COMMAND (IMCOM CONT)

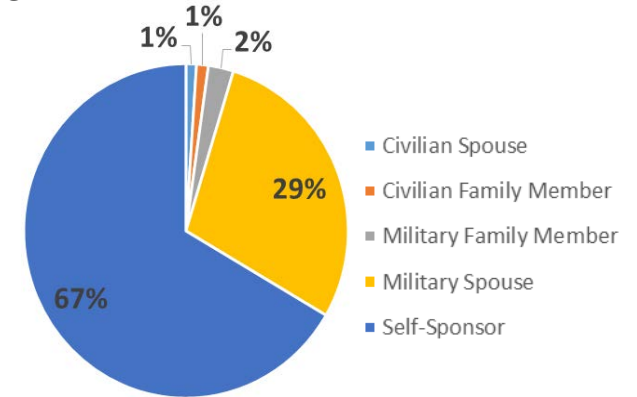
SEPARATIONS BY CATEGORY

The following displays the calendar year 2016 separations within IMCOM by specific categories.

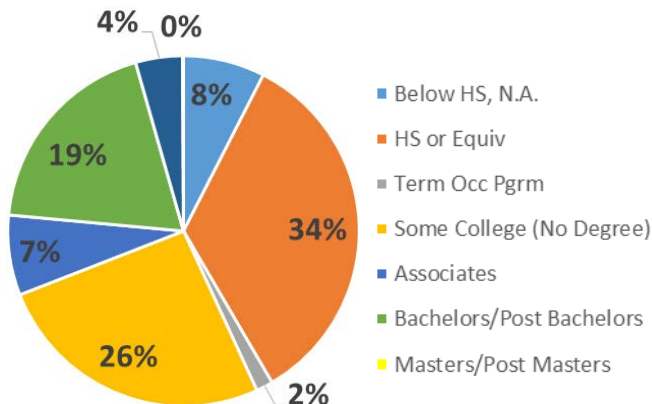
Age Group



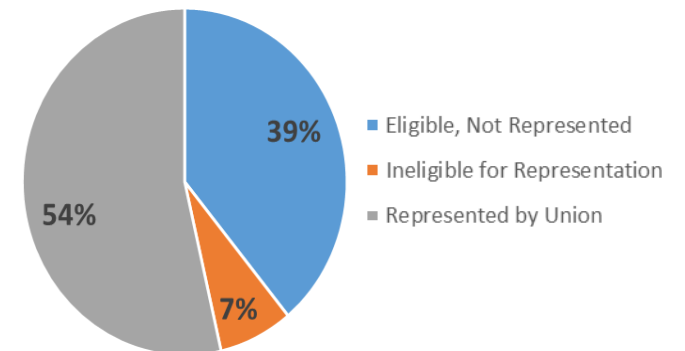
Dependent Status



Education



Union Representation





U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER

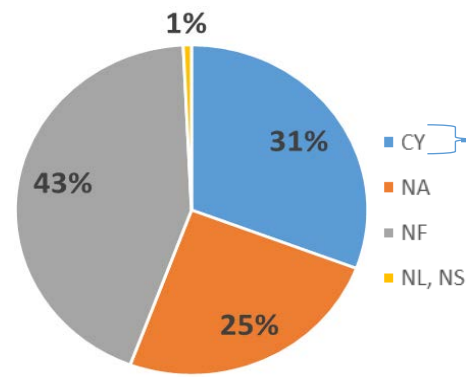


TURNOVER BY COMMAND (IMCOM CONT)

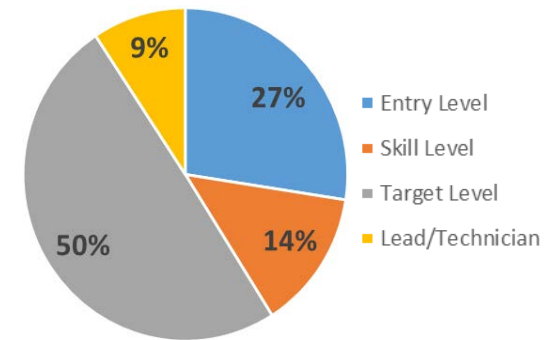
SEPARATIONS BY CATEGORY (CONT)

The following displays the calendar year 2016 separations within IMCOM by specific categories.

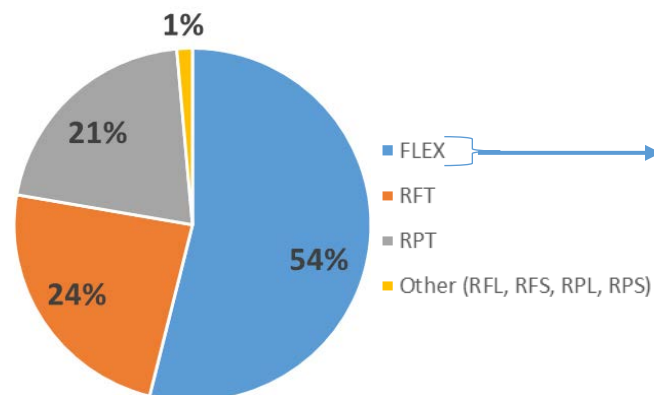
Pay Plan



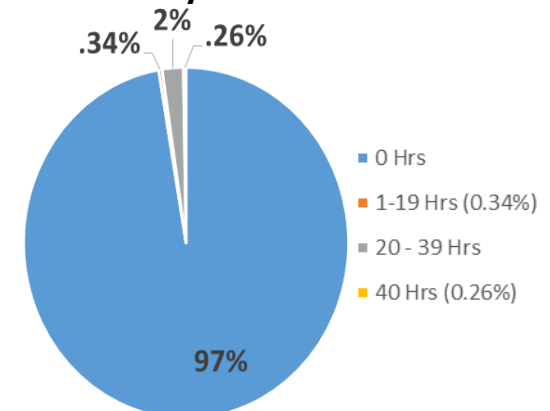
Drill Down: By CY (Caregiver) Level



Employment Category



Drill Down: By Flex Guaranteed Hours





U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER



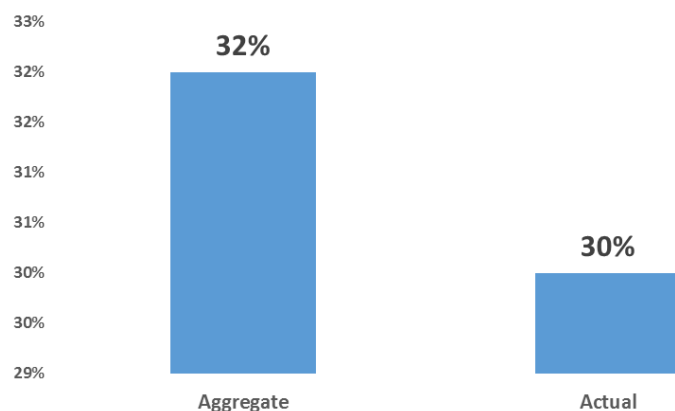
TURNOVER BY COMMAND (MEDCOM)

COMMAND: MEDICAL COMMAND

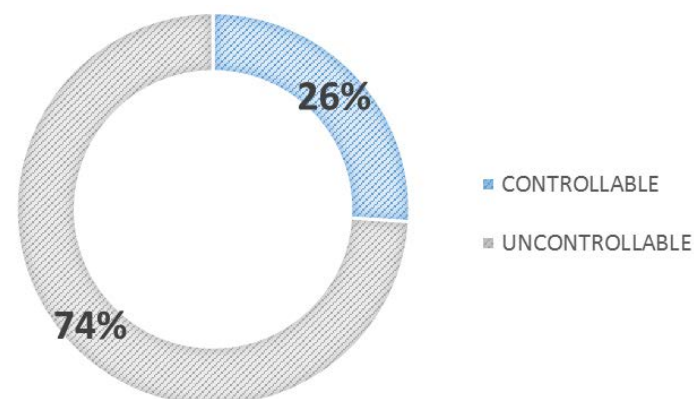
The following data pertains to turnover only within the Medical Command's NAF workforce.

SUB COMMAND: U.S. ARMY PUBLIC HEALTH COMMAND – GLOBAL VETERINARY MANAGEMENT PRACTICE

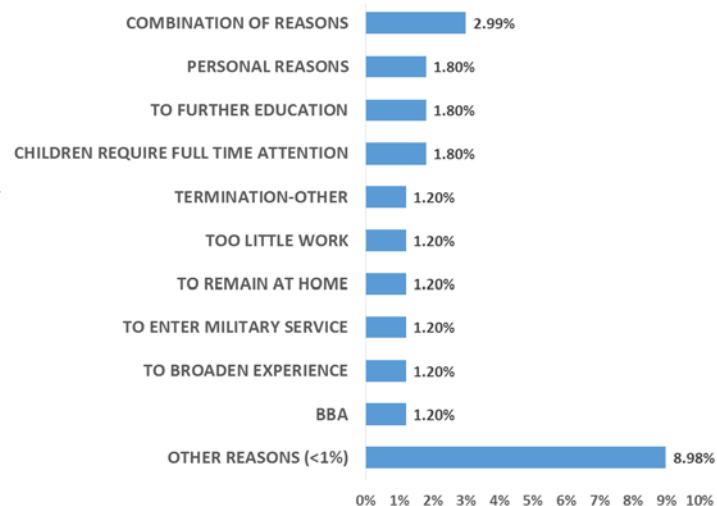
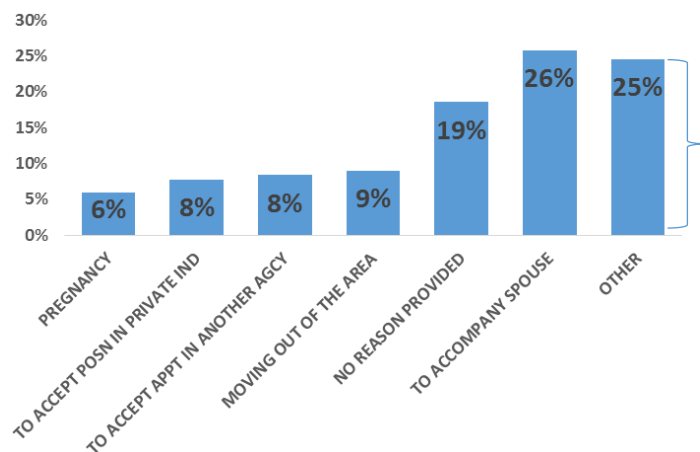
Aggregate vs. Actual Turnover



Turnover by Type



Reasons for Separation





U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER

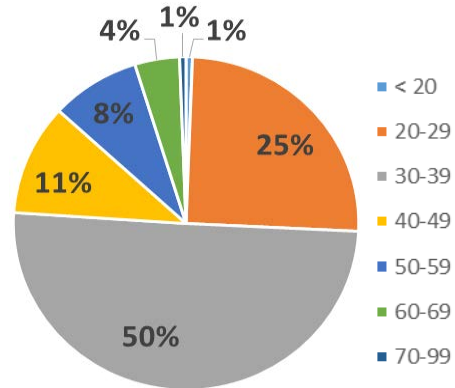


TURNOVER BY COMMAND (MEDCOM CONT)

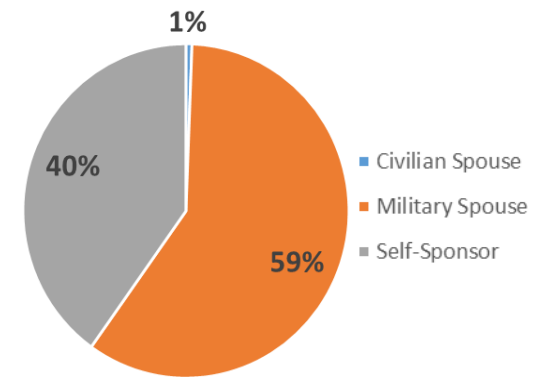
SEPARATIONS BY CATEGORY

The following displays the calendar year 2016 separations within PHC-GVMP by specific categories.

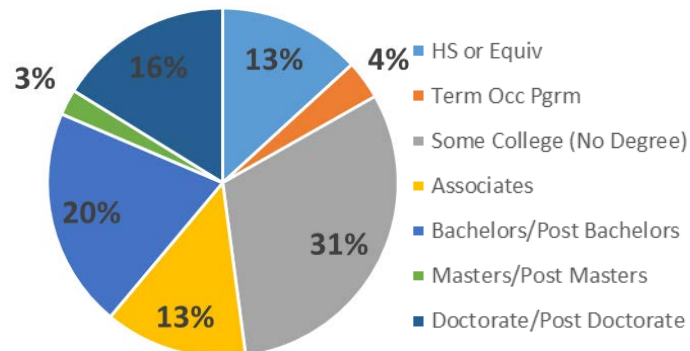
Age Group



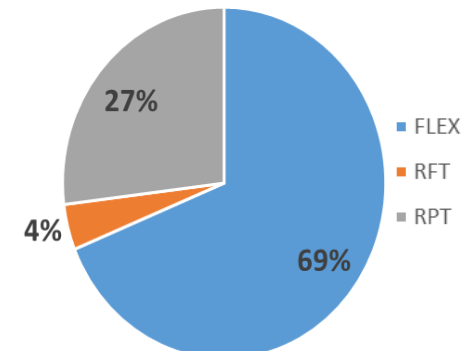
Dependent Status



Education



Employment Category





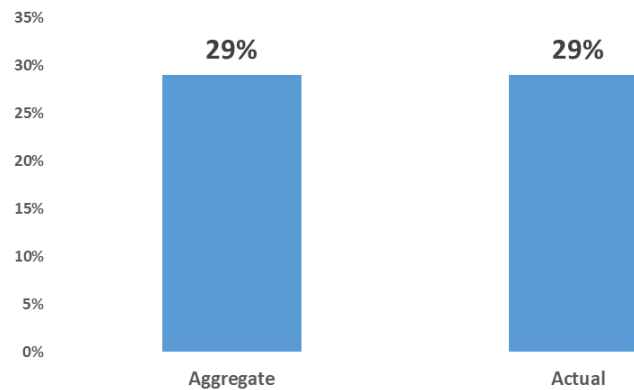
U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER



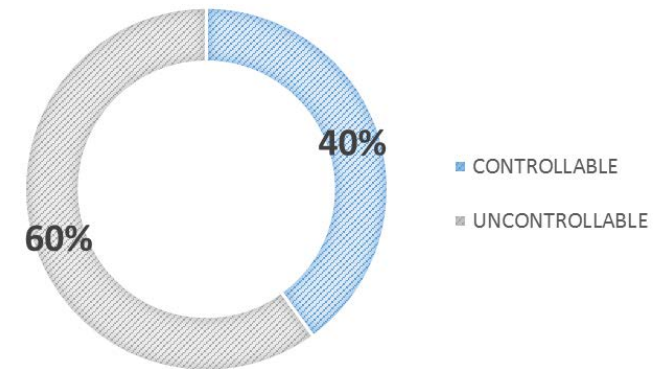
TURNOVER BY COMMAND (MEDCOM CONT)

SUB COMMAND: U.S. ARMY FISHER HOUSES

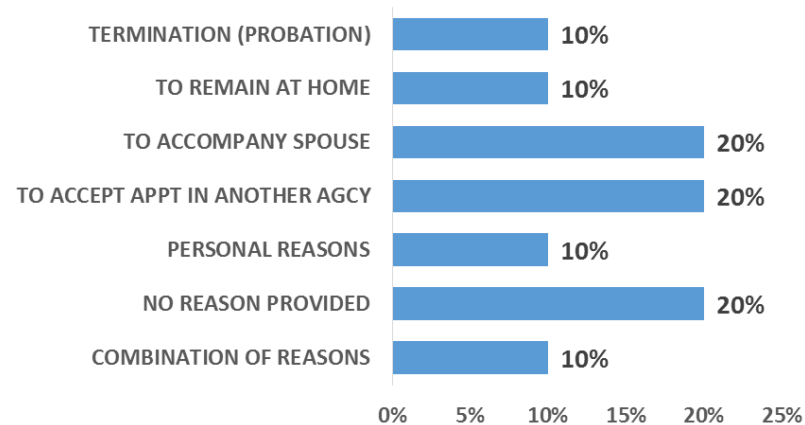
Aggregate vs. Actual Turnover



Turnover by Type



Reasons for Separation





U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER

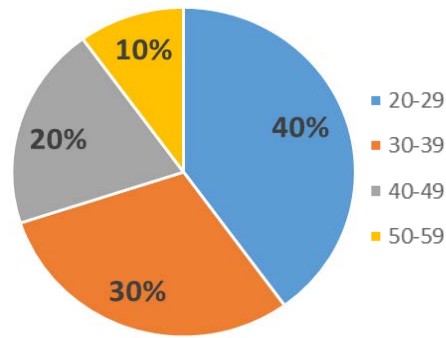


TURNOVER BY COMMAND (MEDCOM CONT)

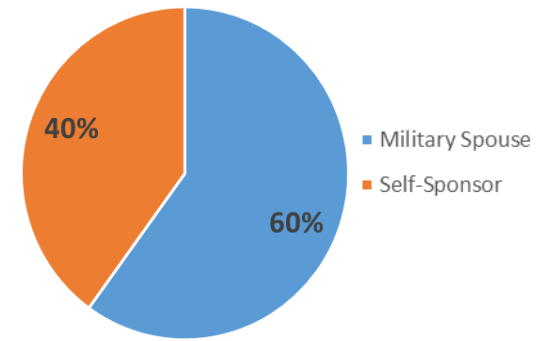
SEPARATIONS BY CATEGORY

The following displays the calendar year 2016 separations within Army Fisher Houses by specific categories.

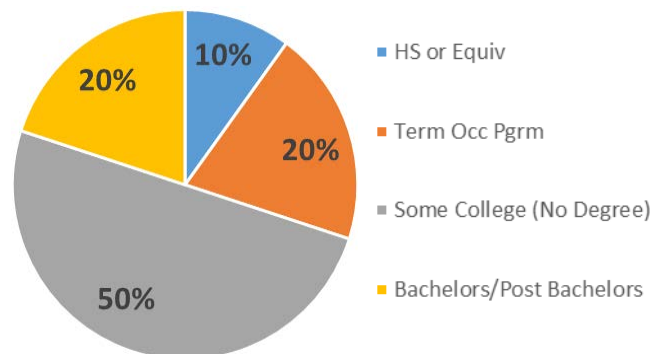
Age Group



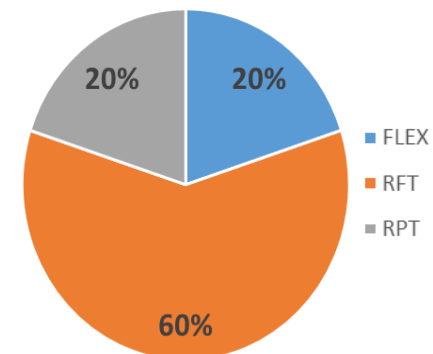
Dependent Status



Education



Employment Category





U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER

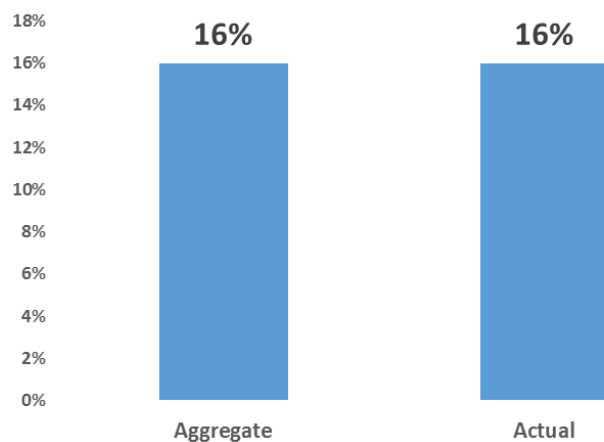


TURNOVER BY COMMAND (STARS & STRIPES)

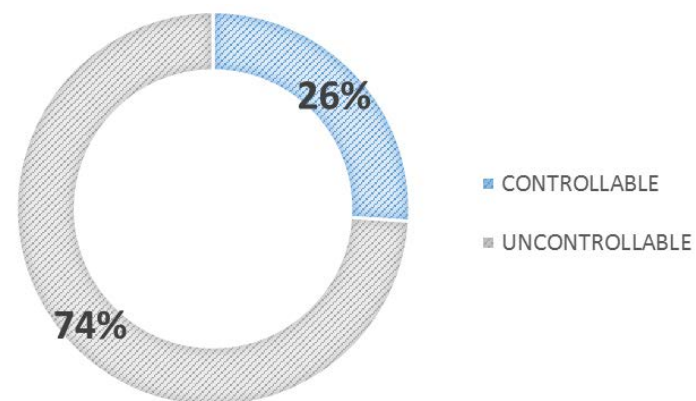
COMMAND: ARMED FORCES INFORMATION SERVICE - STARS & STRIPES

The following data pertains to turnover only within the Stars and Stripes NAF workforce.

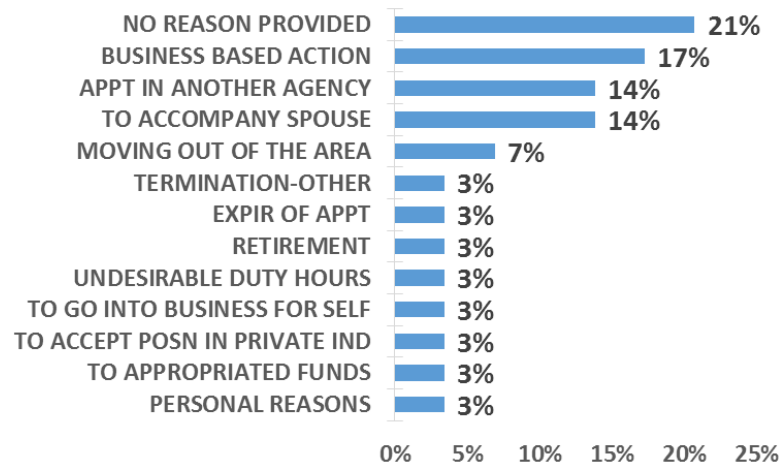
Aggregate vs. Actual Turnover



Turnover by Type



Reasons for Separation





U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER

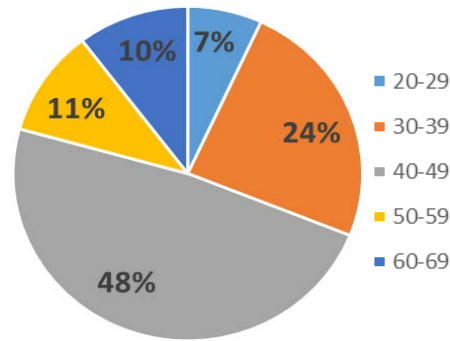


TURNOVER BY COMMAND (STARS & STRIPES CONT)

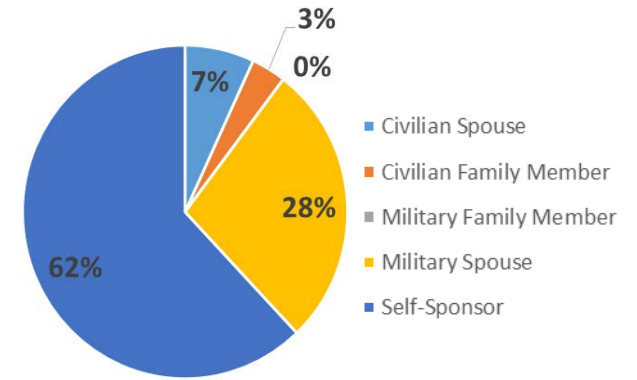
SEPARATIONS BY CATEGORY

The following displays the calendar year 2016 separations within Stars & Stripes by specific categories.

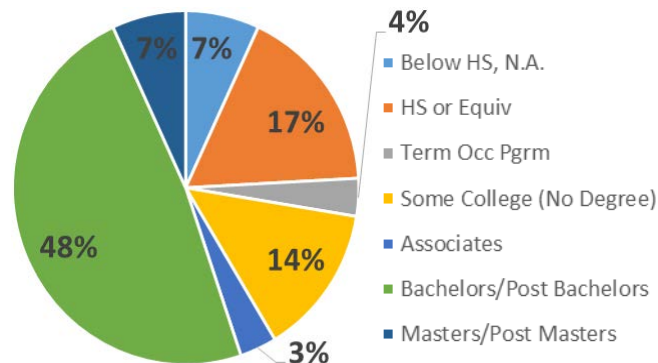
Age Group



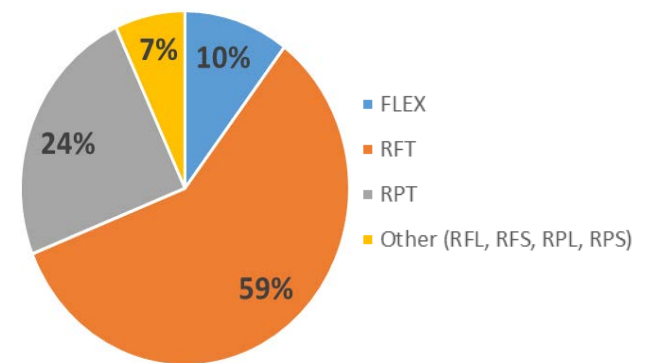
Dependent Status



Education



Employment Category





U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER

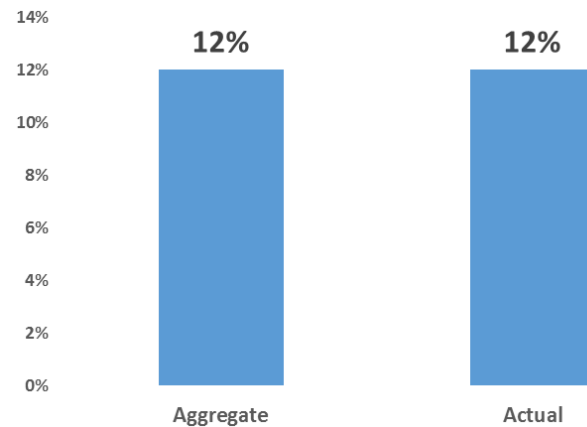


TURNOVER BY COMMAND (NFS)

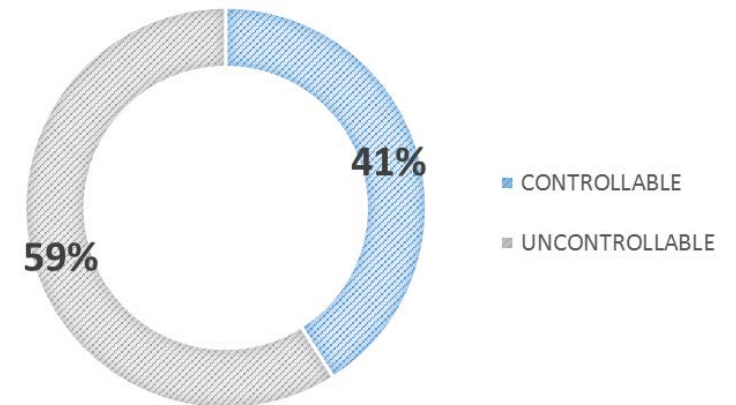
COMMAND: DEFENSE FINANCE & ACCOUNTING SERVICE – NAF FINANCIAL SERVICES

The following data pertains to turnover only within the NAF Financial Services workforce.

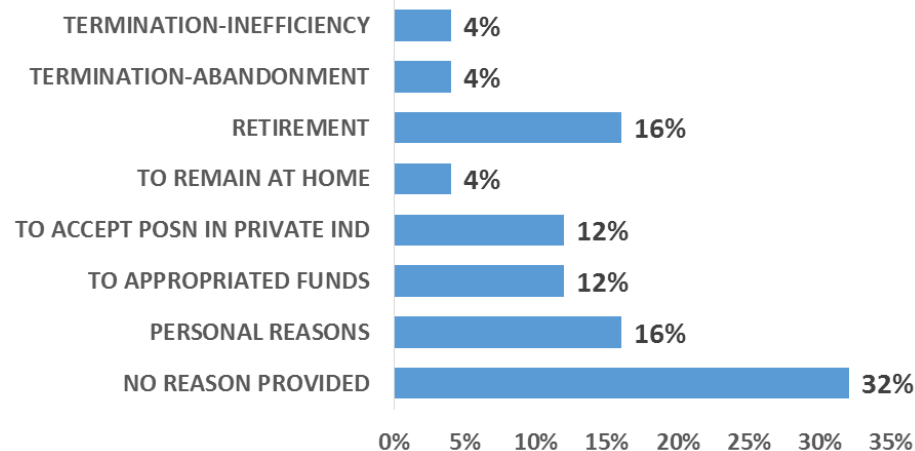
Aggregate vs. Actual Turnover



Turnover by Type



Reasons for Separation





U.S. ARMY CIVILIAN HUMAN RESOURCES AGENCY CALENDAR YEAR 2016 ARMY NAF TURNOVER

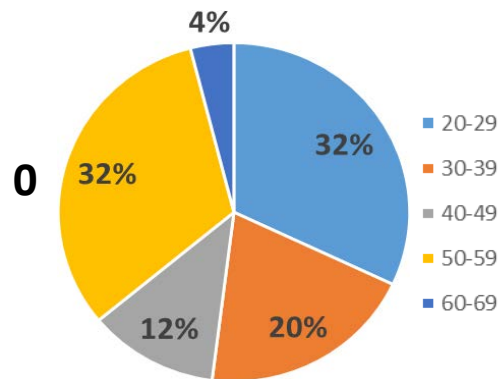


TURNOVER BY COMMAND (NFS CONT)

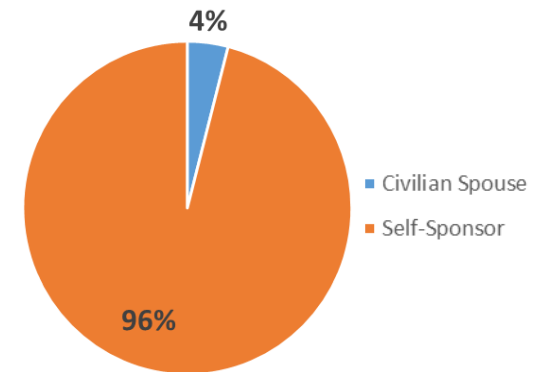
SEPARATIONS BY CATEGORY

The following displays the calendar year 2016 separations within NAF Financial Services by specific categories.

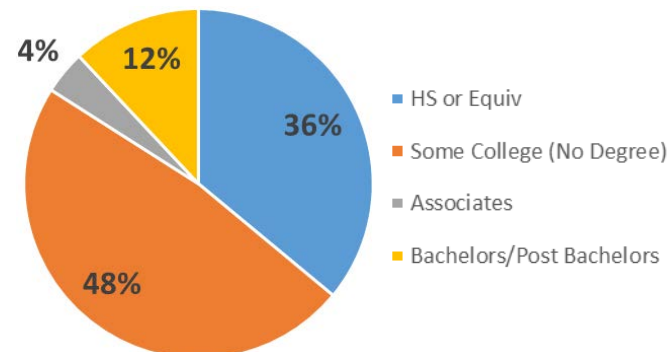
Age Group



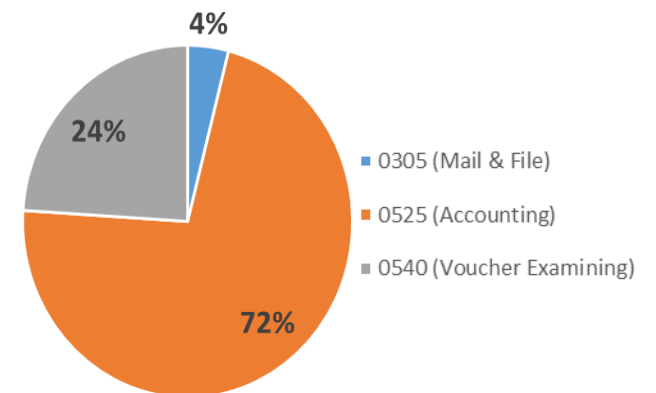
Dependent Status



Education



Occupational Series



EMPLOYEE RETENTION REPORT

THE REAL STORY BEHIND YOUR EMPLOYEES LEAVING FOR GOOD

SUPERVISORS

Make or Break Retention

32%

Employees with respectful managers are 32% less likely to think about a new job

30%

Strong management transparency leads to 30% better employee retention

28%

Micromanaged employees are 28% more likely to think about a new job

COLLEAGUES

Have a Lot of Power

More respect from peers means an 11% higher chance of staying

Receiving peer recognition makes employees 13% more likely to stick around

CULTURE

Matters a Lot

POSITIVE WORK CULTURE

40% less likely to think about a new job

NOT FITTING IN CULTURALLY

12% less likely to see themselves staying

COMPANY EVENTS

10% higher chance of retention

REST & RELAXATION

Goes a Long Way

BEING BURNT OUT

31% more likely to think about jumping ship

POSITIVE WORK-LIFE BALANCE

12% lower chance of attrition

ENCOURAGED TO USE PTO

13% more likely to stay

GROWTH

Teams Need It or They'll Leave

PROFESSIONAL DEVELOPMENT ACCESS

10% higher retention

EMPLOYEES OFFERED CROSS TRAINING

10% more likely to stick with their teams

INTRODUCTION

The economy is on the rise, and the unemployment rate is down to nearly 5.0%. It's a great time for employees to expand their roles and look for jobs that will engage and excite them ... and it's a terrible time for leaders trying to retain their workforce!

When the economy is good, managers feel the brunt of it with rising attrition rates. The [Deloitte Human Capital Trends Report](#) found that 78% of today's business leaders rate employee engagement and retention as one of their top concerns. It's no surprise. With new job growth comes the ever-present fear that you're about to lose your top talent to the company down the street.

With this retention fear amongst us, we thought it was time to get down to what really drives employee attrition. We surveyed 400 full-time employees across the U.S. and uncovered the five key things that really egg them on to think about quitting.

- **Supervisors make or break retention:** Employees with managers that respect their work and ideas are 32% less likely to think about looking for a new job. Between that, transparency, and the ability to communicate expectations, managers play significant roles in an employee's likelihood to stay with or leave their company.
- **Colleagues have a lot of power:** Who you hire has a huge impact on retention. Employees with low levels of peer respect are 10% less likely to stay on board. Adding fuel to the fire: employees who don't receive peer recognition are 11% less likely to stay put.
- **Culture matters — a lot:** Think culture is fluffy? Think again. Employees that give their workplace culture low marks are 15% more likely to think about a new job than their counterparts. Thankfully, the report's findings show that an effort toward sponsored company activities and team building can mitigate this trend.

- **Don't forget rest and relaxation:** It won't come as a surprise that employees that feel burnt out think about quitting more often. But taking vacation days matters! Employees who are encouraged to take their paid time off are 13% more likely to stick around.
- **Your team wants to grow ... or they'll leave:** Employees are 10% more likely to stay with their organization if there are professional growth opportunities to be had. And it's not just young employees but all employees asking for this workplace feature.

The intangible matters! People, culture, and career growth aren't just buzzwords. They are the very things employees think about when deciding to stay or go.

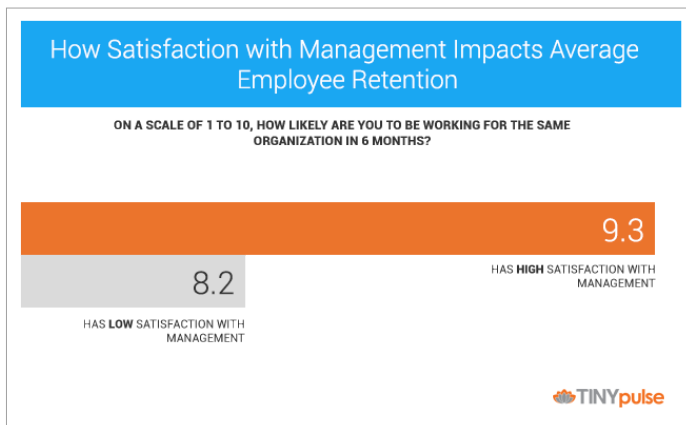
Company leaders would be wise to heed these findings and start shoring up their defenses against the attrition flood. When you factor in recruitment fees, training, and lost productivity, [findings show](#) the cost of losing an employee is 20% of their annual salary ... more if the employee makes over \$50,000 a year. And while you're reeling from losing a key employee, your competitor gets to reap the benefits. Do you really want that?



SUPERVISORS CAN MAKE OR BREAK EMPLOYEE RETENTION

Ever heard the line “employees don’t quit their job, they quit their boss?” Turns out our data supports this adage wholeheartedly. Employees that report having less-than-stellar manager relationships are also reporting that they’re less likely to stick around on the job.

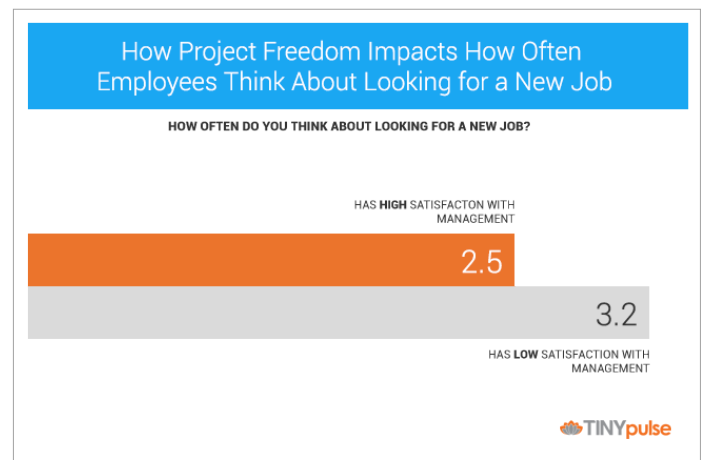
Let’s look at how general manager satisfaction impacts employee retention. When we looked at respondents’ satisfaction with their senior management team, we were not surprised to find that those with higher satisfaction levels are more likely to plan to stay with their employer ($r = .36, p < .001, n = 400$). How much more, you ask? How about 13% more likely to stick around.



And sure enough, respect plays a big role in this behavior. Employees that say their managers respect their work and ideas are 32% less likely to think about looking for a new job ($r_s = -.33, p < .001, n = 400$).



All those micromanagers out there should really be wary of how their behavior impacts their team’s satisfaction. Employees that have lots of freedom to make decisions on how to do their jobs are pretty satisfied and far less likely to think about finding a new employer. But those unfortunate souls whose hands are regularly tied are 28% more likely to think about greener pastures elsewhere ($r_s = -.33, p < .001, n = 400$).



Of course, let’s not forget how important manager transparency is too. Our earlier [engagement report](#) found an incredibly high link between manager transparency and employee happiness. Well, this time around, we’re finding that strong management transparency can result in a 30% better chance of an employee sticking around ($r_s = -.31, p < .001, n = 400$).



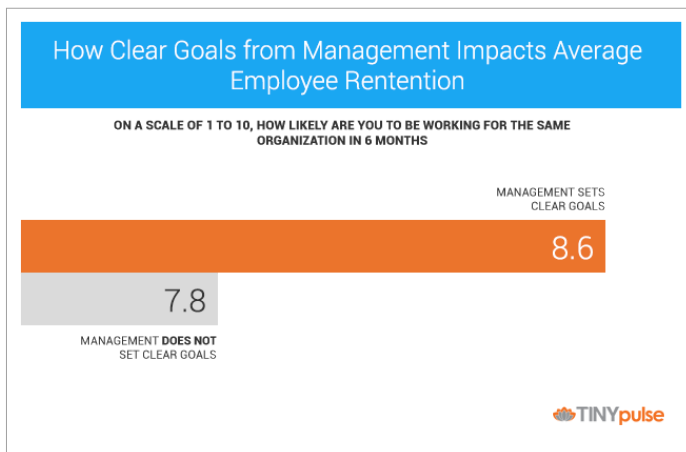


SUPERVISORS CAN MAKE OR BREAK EMPLOYEE RETENTION

And part of this is a supervisor's ability to communicate and set clear goals for their team. Employees that say they do plan on sticking around with their employer are 10% more likely to report having clear goals set out for them ($F(1, 398) = 16.20, p < .001, \text{partial } \eta^2 = .04$).

Kevin points out that the traits that help drive supervisor loyalty in the workplace are those that are great rules to live by in general. "Treat people as human beings and not as pawns on a chessboard of corporate productivity. Show that you truly care. Regularly thank people for their work. Admit when you make a mistake. Apologize."

Leaders that want high employee retention rates would be well served by showing respect and appreciation to their team. If they choose to bypass this route, they'll likely find themselves back on the job boards replacing their best talent.



Wanting to be respected, to have freedom, to be part of the solution, and to have access to the reasons behind decisions in the workplace is not unreasonable. In fact, our [earlier research](#) has shown the strong link between feeling valued and appreciated at work and planning to stick with an employer. Now we're finding that supervisors and senior management (and their ability to show respect and appreciation) play a huge role in an employee's desire and intent to stick around too.

Employee engagement expert [Kevin Sheridan](#) wasn't all that surprised by these results either. In his own research, he found that major drivers of employee engagement were recognition and relationships with one's manager. And certainly with better engagement comes better retention.



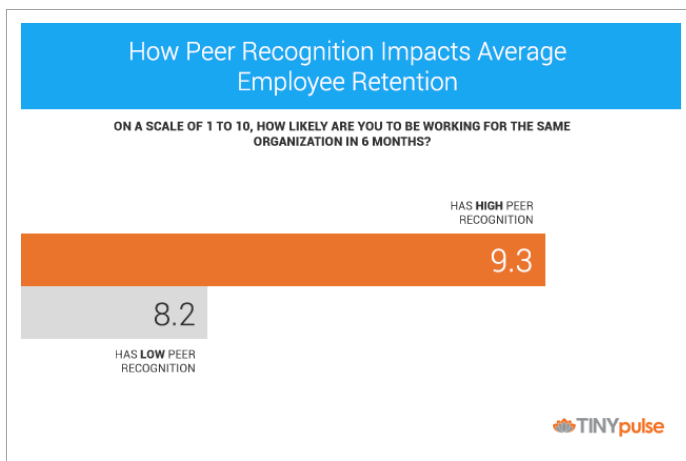
COLLEAGUES HAVE A LOT OF POWER

Think about all the day-to-day interactions you have with your colleagues and peers. It would be pretty crummy if you had to work frequently with people that failed to respect you and your work, let alone failed to show their appreciation. Sure enough, the value of our peers impacts our likelihood to want to stay on board or leave.

Let's just look at respect to begin with. Employees who noted that they did not have high levels of respect from their peers were nearly 10% less likely to see themselves with a long-term tenure at their organization ($r = .24, p < .001, n = 400$).



Peer recognition plays a similar role too. When we asked employees about the amount of appreciation and recognition that they get from their peers, those citing low levels of recognition were 11% less likely to plan on staying put ($r = .24, p < .001, n = 400$).



This isn't terribly surprising, is it? In today's cross-functional, cross-matrixed organizations, we're far more likely to interact with our colleagues than we are with direct supervisors and senior leaders. Our data shows that those day-to-day interactions can really make or break a work experience.

Mel Kleiman, President of employee assessment and training company [Humetrics](#), agrees. According to Mel, "The number one reason why great people quit is because A players don't want to play on B teams. When we have fellow employees who we respect and give recognition to, it creates a culture of responsibility and appreciation. And when you have this, you have a space where your A players want to stay."

Mel goes on to explain that how companies assess candidates during the hiring process plays a key role in creating great interpersonal relationships. "The number one thing employers can do is hire candidates who show an attitude of positivity, innovation, and productivity during their interview. Skills can be taught and tweaked as time goes on, but attitude is the best indicator of compatibility in interviews."

We can't say it better than Mel. If you want to create a great place to work, you have to hire people that are great to work with. That means making a candidate's "fit" just as important as their "skills" when deciding whether or not they get the offer.



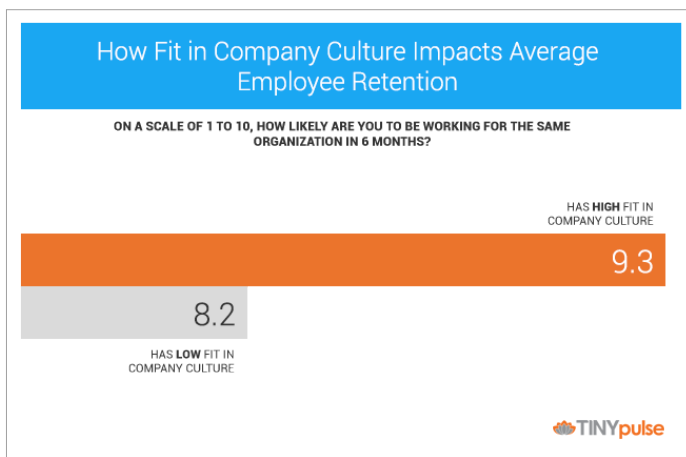
CULTURE MATTERS - A LOT

Sure, leaders and managers play a role in employee retention, but so does workplace culture in general. Our findings show that the type of culture employees work in, as well as how well they fit into that culture, have significant impacts on an employee's likelihood to stay with their employer.

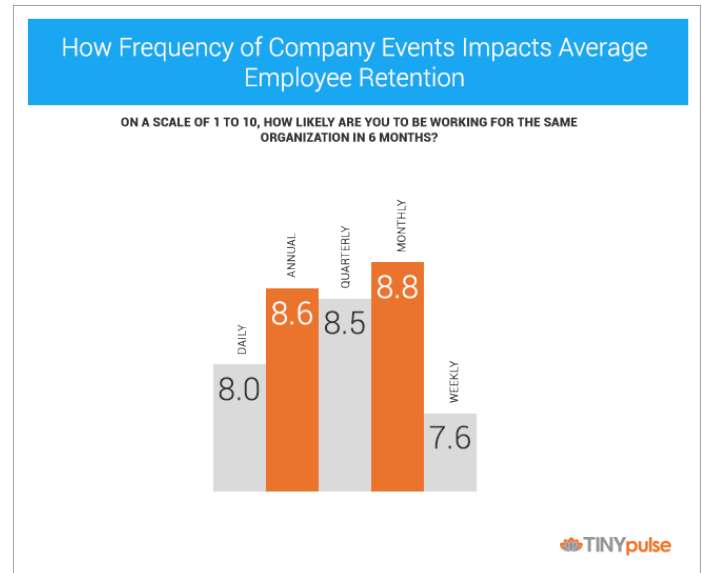
Just look at the relationship between work culture and frequency of thinking about a new job. Employees who give their work culture low marks are nearly 15% more likely to think about a new job than their counterparts ($r_s = -.31, p < .001, n = 400$).



Fitting in is really important too. No matter how old we get, we want to relate well to our peers and our environment. Our data shows this certainly holds true in the workplace too. Employees that don't fit in as well are 12% less likely to see themselves staying with their current employer ($r = .36, p < .001, n = 400$).



Amazingly, socialization and the ability to have a little fun on the job can turn some of these downers right-side up. Employees who reported working for organizations that sponsor monthly, quarterly, or even yearly company events are more likely to see themselves working for their employer for a longer period of time ($F(5, 394) = 3.24, p = .012, \text{partial } \eta^2 = .03$).

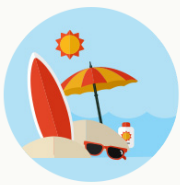


Setting time aside to go out for team happy hours, sporting events, or even local volunteering can help bind team members closer together and show how much their managers and leaders value and appreciate them.

Kevin Oakes, CEO of the [i4cp](#) human capital network, seconds this notion. He points out that investments organizations make in culture end up being “catalysts for better productivity, customer service, retention, and other key business measures.”

Kevin points to easy, straightforward solutions he's seen as successful with i4cp clients, including “assigning new employees a mentor or peer buddy during orientation to provide a personal connection and ambassador for the culture. Other great tools are early career networks and new employee resource groups — both for engagement and to provide a channel for innovative perspectives that new employees may not be able to surface through other outlets.”

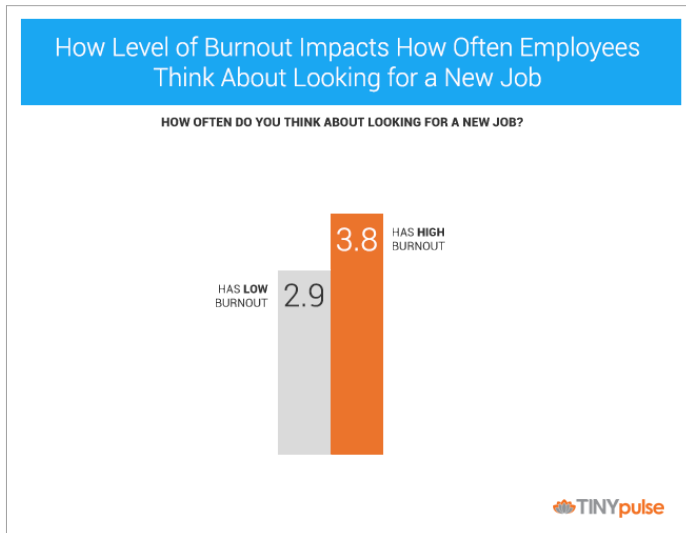
Regardless of which tool or channel you use, the point remains that a dedicated commitment to integrating employees within your workplace will go a long way to keeping them as employees of your workplace.



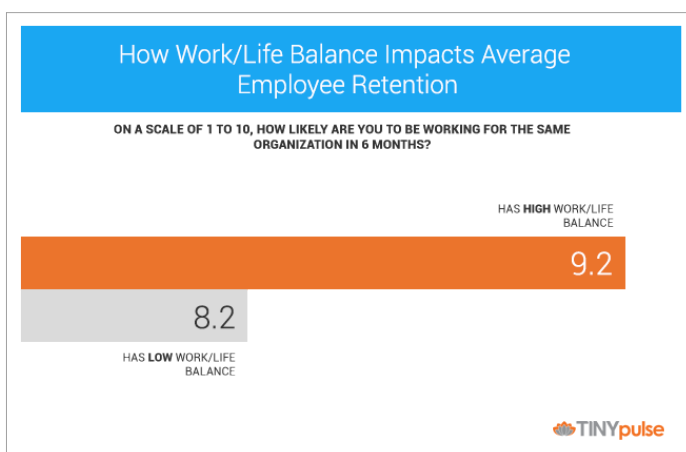
DON'T FORGET REST AND RELAXATION

All work and no play makes for dull boys and girls. Or in the case of workplaces, it makes for employees that are ready to quit!

Employees that are tired and burnt out are 31% more likely to think about looking for a new job than their colleagues who feel comfortable with their workload ($r_s = .35, p < .001, n = 400$).

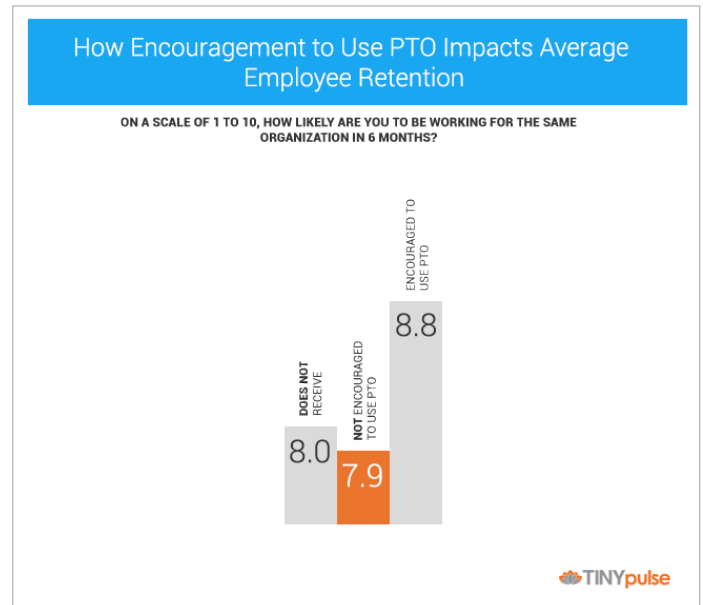


Perhaps more importantly, the opposite holds true too. When we asked employees to rate their work-life balance, we found that those with a positive work-life balance are 12% more likely to see themselves staying with their employer ($r = .31, p < .001, n = 400$).



Trying to wring the most out of your employees is short-sighted. Sure, you might get some extra work done in the short term. But long term, you'll likely lose that team member, and with them, you'll have lost the time, effort, and money it takes to recruit a new employee and fully ramp them up.

It's even why leveraging paid time off (PTO) is important for your team. While most workers have it, many feel guilty taking their PTO, and some may even feel obligated to not use it. Once again, this is bad news for employers. Employees who report being encouraged to use their PTO are nearly 13% more likely to report planning to stay with their company ($F(2, 397) = 12.70, p < .001$, partial $\eta^2 = .06$).



S. Chris Edmonds, Founder of the [The Purposeful Culture Group](#), notes the very serious downsides of burnout, “Burned out employees are not engaged. They don’t serve customers well. They don’t produce effectively.”

He also points out that leaders are largely to blame for creating a culture that is constantly about work. Edmonds notes, “If leaders model 80-hour weeks and they respond to emails at 1:00 a.m., those norms trickle down to employees ... If leaders model taking their vacation time — all four weeks every year — that can trickle down, inspiring managers to take their vacations and to encourage their employees to take their vacations.”

And managers more in tune with their employees’ needs will have more engaged workforces. According to Edmonds, “[Leaders] need real-time dashboards for engagement and for service so they can measure, monitor, and reward traction on these vital metrics — not just on performance.” After all, as Edmonds points out, very few managers were promoted for their ability to manage. Yet this skill will ensure their own success (and that of their workforce).

Burnout is preventable, but only if managers truly understand the downsides of burnout, are attuned to measuring it, and are open to evolving existing practices to stomp it out.



YOUR TEAM WANTS TO GROW ... OR THEY'LL LEAVE

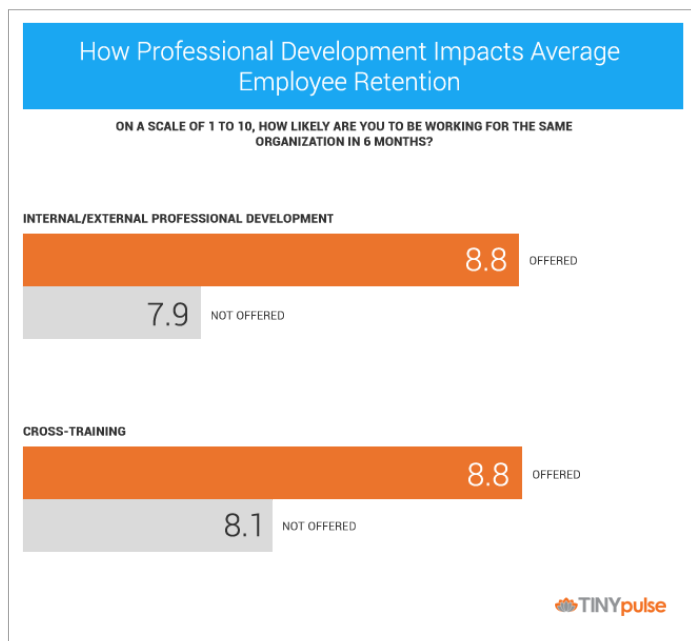
We're increasingly hearing from employees that professional growth and forward-moving career trajectories aren't just a nice-to-have. They are a need-to-have. And this report's findings support this very idea.

When we looked at employees' access to professional development or skills training, those who had it are more likely to stay. Those who don't have it are more likely to leave. Employees that reported having access to either internal or external professional development were more than 10% more likely to stay with their current employer ($F(1, 398) = 26.80, p < .001$, partial $\eta^2 = .06$). And lacking cross-training results in employees being 10% less likely to stay ($F(1, 398) = 15.80, p < .001$, partial $\eta^2 = .04$).

This really doesn't come as a surprise to us. In our recent [report on millennials](#), we found that 75% of millennials say they would consider looking for a new job if they didn't see any opportunities for professional growth with their current employer. These findings show that this desire goes beyond your youngest employees and applies across workforce generations.

Eric Siu, CEO of digital marketing agency [Single Grain](#) and founder of the entrepreneurial podcast [Growth Everywhere](#), adds that there are time-tested ways that organizations can help foster employee growth. "Buying books for employees and creating a learning plan shows that you genuinely care about their growth and are invested in them."

And Eric points out one reason companies would be foolish to ignore growth opportunities. "Everyone wants to increase their rate of growth as efficiently as possible. If you're not growing fast enough, you're falling behind." And a team that's not growing fast enough is going to make you sink that much faster.



CONCLUSION

The obvious question is this: how do you stem the attrition tide? If you're an organization that's experiencing employee turnover or is concerned about turnover, your time would be best spent looking at your employees' satisfaction with leadership, culture, workload expectations, and opportunities for career and professional growth.

Taking stock of these issues may not only improve retention but also employee satisfaction and overall engagement.

- **Pick the right managers and leaders:** With managers playing such a large role in employee retention, it would benefit you to be especially careful with who you bring in to manage your teams, or who you promote from within. Having the skills to do a job are not enough. Candidates must also have the personality traits that encourage loyalty, engagement, and trust.
- **Hire for cultural fit:** Given the huge impact colleagues have on workplace satisfaction, take a long, hard look at your recruitment practices. Just like supervisors need the right personality traits, so does every member of your team. Make sure your recruiting interviews include questions to judge a candidate's cultural fit in addition to their ability to get the job done.
- **Embrace opportunities for socialization:** Team building, company offsites, and other bonding activities can play a strong role in binding your workforce together and helping to create the personal ties that encourage employees to stay on board.
- **Openly discuss workload and expectations:** Burnout is a very real problem, especially when managers don't know everything their team members are tackling. Having regular 1-on-1 meetings with team members is a great way to keep abreast of employee projects, how they're progressing, and if more resources are needed to achieve expectations.

- **Keep in mind your employees' desire to grow professionally:** While it's tempting to focus just on what your employees are doing today, you will all be better off if you also remember to ask them where they see themselves in 6 to 12 months. Your team members have their professional growth in mind. If you know what they're aiming for, you'll be that much better positioned to help them meet those goals ... while they're still at your organization.

Of course, don't forget to take a measurement of how your team feels about these very issues. No initiative you take should ever begin without first knowing your starting point. How else will you know the most troublesome areas that need your attention? And how else will you be able to measure your success at turning those problem areas around?

METHODOLOGY

Data from the study was analyzed from 400 survey respondents captured via a third-party platform from July 1st, 2015 through July 13th, 2015. Spearman correlations, Pearson correlations, and ANOVAs were conducted in order to examine relationships and differences among the variables of interest.

Two dependent variables of interest were 1) how often the participant thought about looking for a new job and 2) the likelihood of working for the same organization in six months. The first dependent variable was ordinal in level and measured with six options ranging from “I don’t really think about looking for a new job” to “more than once a week.” Spearman correlations (r_s) were conducted for this variable, which accounts for its ordinal nature. The second dependent variable was interval in level and ranged from 1 to 10 in possible responses. Pearson correlations (r) were conducted, which is appropriate for interval-level data. Finally, when examining differences in these dependent variables by a nominal grouping variable, the ANOVA was conducted.

Generally, a [correlation is considered strong \(large effect size\) when the correlation coefficient \(\$r\$ \) is greater than .50](#). Additionally, [differences found in the ANOVA are considered moderate when the partial \$\eta^2\$ is .06 or above](#).

We’d like to thank all who contributed to this piece, particularly:

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