

# Staff Turnover Survey

Summary Report on Staff Stability Data Reported in FY 2005, 2006, and 2007 (NCI Phases VIII, IX, and X)



A Collaboration of the  
National Association of State Directors of Developmental Disabilities Services and the  
Human Services Research Institute

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## Project Background

In December 1996, the NASDDDS Board of Directors launched the National Core Indicators (NCI). The aim of NCI is to support state developmental disabilities authorities (SDDAs) in developing and implementing performance/outcome indicators and related data collection strategies that will enable them to measure service delivery system performance. The project strives to provide SDDAs with sound tools in support of their efforts to improve system performance and thereby to better serve people with intellectual and other developmental disabilities and their families. The Association's active sponsorship of NCI facilitates states pooling their knowledge, expertise and resources in this endeavor.

NCI Phase I began in January 1997. In August 1997, the Phase I Steering Committee selected a "candidate" set of 61 performance/outcome indicators in order to test their utility/feasibility. Six states agreed to conduct a field test of these indicators, including administering the consumer and family surveys and compiling other data. Field test data were transmitted to NCI staff during the summer of 1998. The results were compiled, analyzed and reported to participating states in September 1998.

NCI Phase II was launched in January 1999. Phase II data collection wrapped up in June 2000 and set the stage for continuation and further expansion of the project. During Phase II, the Phase I indicators were revised and data collection tools and methods were improved. The revised indicator set consists of 60 performance and outcome indicators. Going forward, NCI expanded its scope to include services for children with developmental disabilities and their families, continued to develop and refine the indicators, and recruited additional states to participate in the project. Phase II data is considered baseline project data. Technical reports and other selected documents are available online at [www.nationalcoreindicators.org](http://www.nationalcoreindicators.org).

Twelve states (AZ, CT, KY, MA, MN, NE, NC, PA, RI, VA, VT, WA) participated in Phase II. Four additional states joined during the following year (DE, IA, MT, UT), and seven states joined in 2001 (AL, HI, IL, IN, OK, WV, WY). Virginia, Minnesota, Montana, Nebraska, Iowa, and Utah are currently on hiatus. South Dakota, South Carolina, and Maine signed on in 2002. Arkansas, Georgia, New Mexico, and Texas joined in 2005. Over the past 3 years, New Jersey, Louisiana, New York, Ohio, and New Hampshire have joined and Missouri and Illinois have rejoined, thus bringing the total to 30 participating states plus Orange County, CA. State participation in NCI is entirely voluntary. For a complete list of NCI states, visit [www.nationalcoreindicators.org](http://www.nationalcoreindicators.org).

This report summarizes staff stability data collected by states via provider surveys. Data reported herein represent three annual reporting periods. Since states generally report data from the preceding year, these figures represent the following years: **FY 2005 (reported in Phase VIII), FY 2006 (reported in Phase IX), and FY 2007 (reported in Phase X).**

## Introduction

Six states participating in Phase VIII of NCI collected FY 2005 performance indicator data through provider surveys. These states included: Alabama, Arizona, Georgia, Hawaii, South Carolina, and Wyoming. The following year eight states submitted FY 2006 data: Alabama, Arkansas, Delaware, Georgia, Kentucky, Vermont, Washington and Wyoming. The following ten states submitted FY 2007 data: Alabama, Georgia, Hawaii, Kentucky, Missouri, New Jersey, South Carolina, Vermont, Washington, and Wyoming. This report summarizes provider survey data related to indicators of staff stability.

The purpose of this report is:

- to summarize the methods used to collect and report provider survey data;
- to present results by state and in aggregate;
- to present results by indicator; and
- to discuss observations and recommendations going forward

In general, the provider survey asks agencies to supply information at the "person-level." This means that providers fill out a spreadsheet with each line representing one consumer (or one staff member, for the stability data). The state, in turn, reports "provider-level" data to NCI, meaning that each line on their spreadsheet represents totals for one provider. Thus, **state by state** results represent the **average figures across all providers** who (1) answered the survey in that state and (2) supplied both the appropriate numerator and denominator for that specific indicator. (Please note that in the data tables below, the N's vary depending on how many providers supplied information for a particular indicator.) **Aggregate** results are computed by using the **totals across all providers who answered the survey in all states**. These non-weighted, absolute values provide the numerator and denominator for the aggregate indicators. **In the tables and charts below, the aggregate results are labeled "Sample Average."**

# Direct Contact Staff Turnover, Length of Employment, and Vacancy Rates

## Indicators

Data compiled by NCI states enables the calculation of direct contact staff turnover rates, vacancy rates, and employment stability (length of employment). These are three different ways to measure concerns about workforce stability. The results of each measure are not directly linked to one another.

*Concern: Direct contact staff turnover ratios and recruitment, and absentee rates are low enough to maintain continuity of supports and efficient use of resources.*

Indicators:

The crude separation rate, defined as the proportion of direct contact staff separated in the past year.

The average length of service for all direct contact staff who separated in the past year, and for all currently employed direct contact staff.

The vacancy rate, defined as the proportion of direct contact positions that were vacant as of a specified date.

With respect to direct contact staff stability, SDDAs have expressed that the most critical area of concern lies in the arena of residential services and supports. Thus, NCI states are asked to collect staff stability data from agencies that provide such services. Optionally, states may decide to furnish information on day supports as well. Although the residential and day results are reported separately, it is important to note that there is some overlap in the results since many agencies submitted both types of data. **Agencies that did not provide either residential or day supports were not included in this report.**

Note: For the purposes of this survey, direct contact staff were defined as employees whose primary duties include hands-on, face-to-face contact with consumers. This may exclude psychologists, nurses, and managers whose responsibilities are primarily supervisory in nature.

## Data Cleaning

A fair amount of data cleaning was required in order to compute these indicators accurately. The survey form included specific instructions about how to calculate each data element. Data files submitted by states were checked to make sure that accurate totals were provided. Where discrepancies were found, states were asked to verify the data. If corrections could not be made for a certain provider, that provider was excluded from the analysis. In some cases, states were systematically missing data elements, and therefore certain indicators could not be completed for those states. These instances are noted in the text.

## Trend Analysis: FY2005-FY2007 (Phase VIII through Phase X)

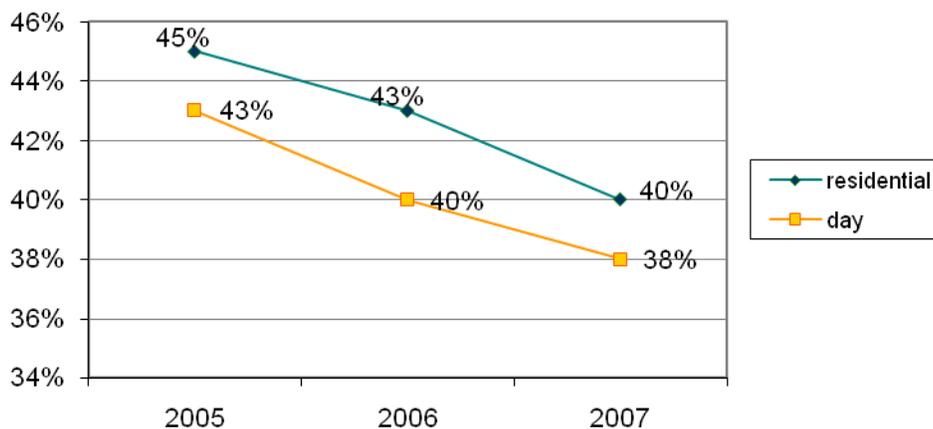
Figure 1 displays the states that submitted staff stability data for the past three years.

Figure 1. States that Submitted Staff Stability Data (FY2005-FY2007)

State	FY 2005	FY 2006	FY 2007
AL	X	X	X
AR		X	
AZ	X		
DE		X	
GA	X	X	X
HI	X		X
KY		X	X
MO			X
NJ			X
SC	X		X
VT		X	X
WA		X	X
WY	X	X	X

Figure 2 displays direct contact staff turnover rates for fiscal years 2005 through 2007. Since fiscal year 2005, the results reveal a decreasing trend in direct contact staff turnover in both residential and day providers, with residential providers consistently reporting higher turnover rates than day providers.

Figure 2. Direct Contact Staff Turnover (FY2005-FY2007)



Figures 3 and 4 present the full-time and part-time vacancy rates for fiscal years 2005 through 2007. The results also show a decreasing trend for vacancy rates for residential and day providers between

2005 and 2006. However, these rates increased from 2006 to 2007. Although both full-time and part-time vacancy rates follow this trend, there was more variance in the full-time rates.

Figure 3. Full-Time and Part-Time Vacancy Rates for Residential Providers (FY2005-FY2007)

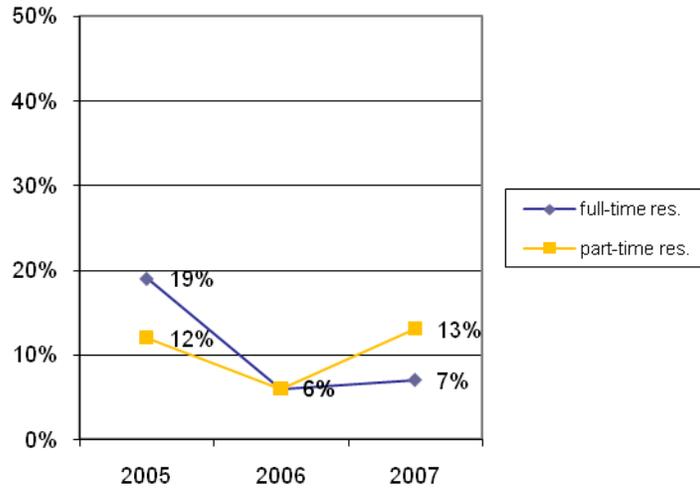
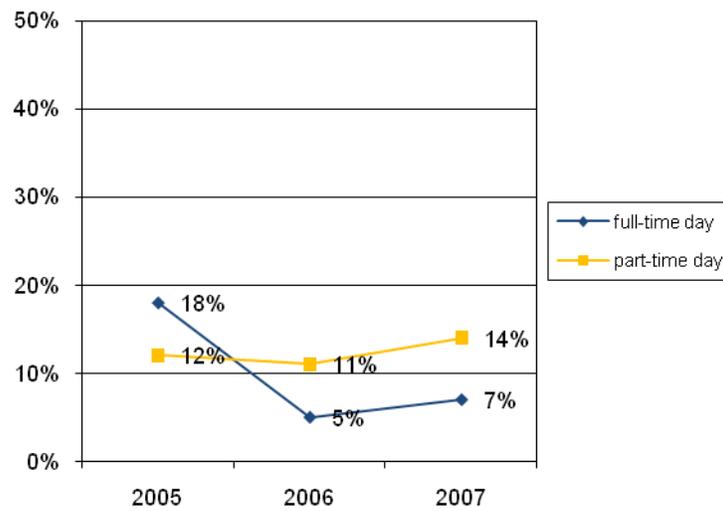


Figure 4. Full-Time and Part-Time Vacancy Rates for Day Providers (FY2005-FY2007)



Figures 5 and 6 display the length of separated staff employment for the past three years. Since fiscal year 2005, for both residential and day providers, there has been an increase in the percentage of staff who

were employed for less than six months and a decrease in the percentage of separated staff who were employed for over one year.

Figure 5. Length of Separated Staff Employment in Agencies Providing Residential Supports (FY2005-FY2007)

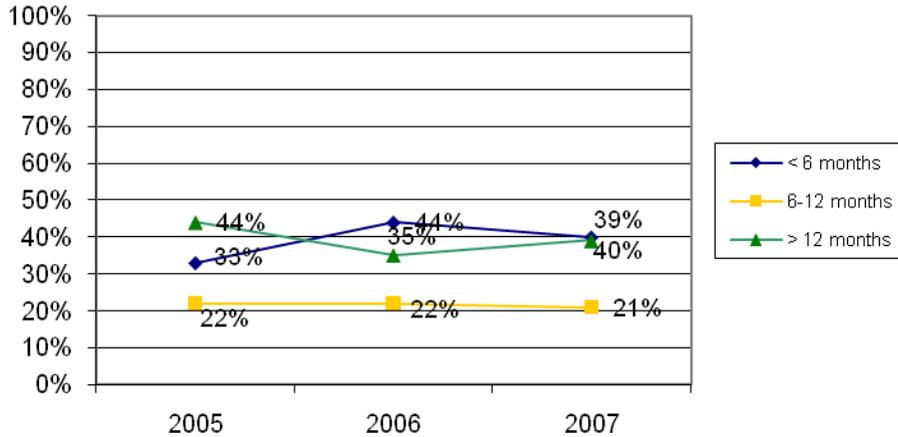
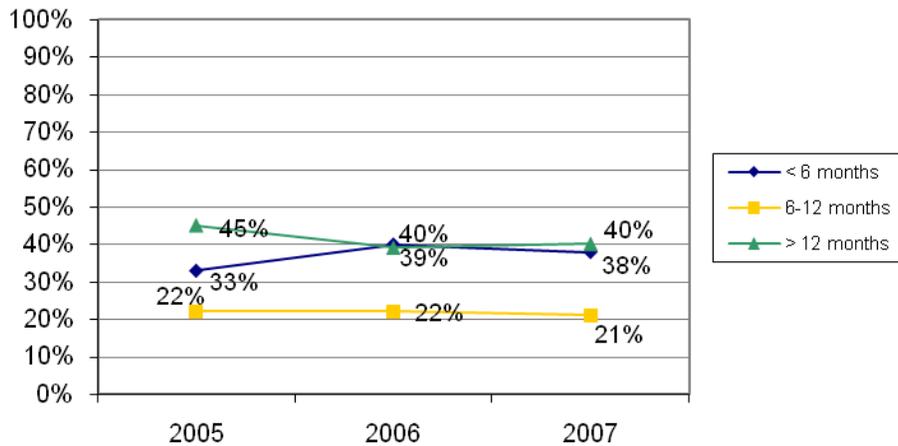


Figure 6. Length of Separated Staff Employment in Agencies Providing Day Supports (FY2005-FY2007)



Figures 7 and 8 present the length of current staff employment in agencies providing residential supports and day supports for fiscal years 2005 through 2007. The results show a small increasing trend in the

percentage of current employees who have been working for six to twelve months and a slight decrease in the percentage of current employees who have been working more than one year.

Figure 7. Length of Current Staff Employment Agencies Providing Residential Services (FY2005-FY2007)

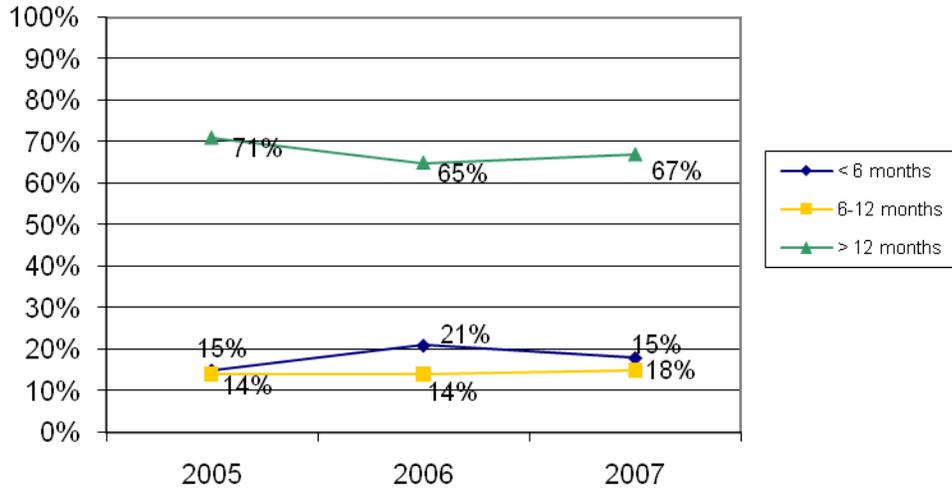
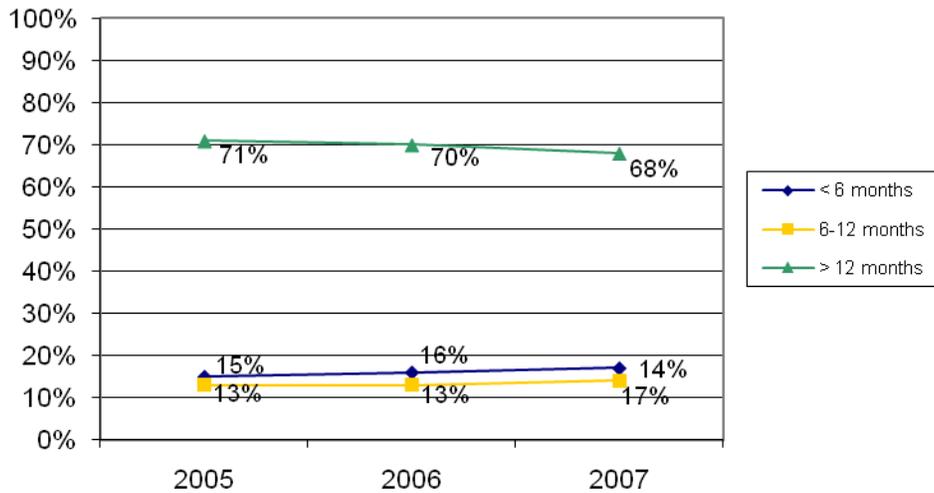


Figure 8. Length of Current Staff Employment in Agencies Providing Day Services (FY2005-FY2007)



## Methods and Results: FY 2005

The configuration of provider agencies represented varies by state. Basic profiles of the providers surveyed in each state are presented below.

### Alabama

- 56% (18 out of 32) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 45 (range of 4 to 461) individuals in residential services, and an average of 75 (range of 8 to 163) individuals in day supports. \*\*One agency served more than half (461) of the individuals in residential services from all the responding agencies (892).
- Agencies reporting define “full-time” on average as 35 hours per week, with the range from 20 to 40 hours per week.

### Arizona

- 53% (8 out of 15) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 231 (range of 2 to 2179) individuals in residential services, and an average of 68 (range of 1 to 213) individuals in day supports. \*\* One agency served more than half (2179) of the individuals in residential services from all the responding agencies (2769).
- Agencies reporting define “full-time” on average as 34 hours per week, with the range from 30 to 40 hours per week.

### Georgia

- 63% (49 out of 78) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 66 (range of 2 to 397) individuals in residential services, and an average of 122 (range of 10 to 374) individuals in day supports.
- Agencies reporting define “full-time” on average as 37 hours per week, with the range from 24 to 40 hours per week.

### Hawaii

- 45% (10 out of 22) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 23 (range of 2 to 120) individuals in residential services, and an average of 68 (range of 5 to 311) individuals in day supports. \*\*One agency served more than half (120) of the individuals in residential services from all the responding agencies (204).
- Agencies reporting define “full-time” on average as 36 hours per week, with the range from 20 to 40 hours per week.

### South Carolina

- 100% (38 out of 38) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 90 (range of 4 to 575) individuals in residential services, and an average of 155 (range of 4 to 515) individuals in day supports.
- South Carolina did not report definition of “full-time” for agencies providing services.

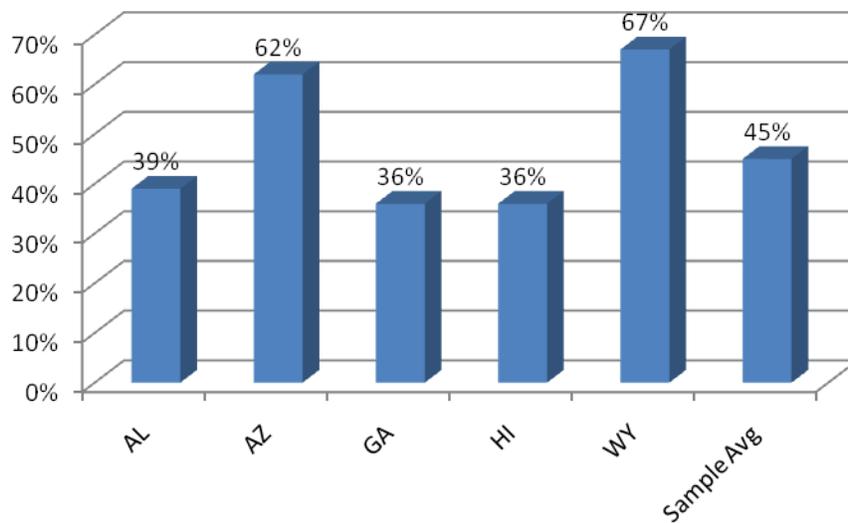
## Wyoming

- 100% (8 out of 8) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 66 (range of 7 to 135) individuals in residential services, and an average of 63 (range of 10 to 124) individuals in day supports.
- Agencies reporting define “full-time” on average as 38 hours per week, with the range from 35 to 40 hours per week.

### ***Turnover Rates***

Turnover rates for each agency were calculated based on the number of direct support staff (regardless of whether they were full- or part-time employees) who left the agency during the previous twelve months for any reason, divided by the total number of direct support staff who were on the agency’s payroll as of the end of December 2005. Unless otherwise noted, all data were compiled using provider surveys.

Figure 9. Turnover Rates in Agencies Providing Residential Supports (FY2005)

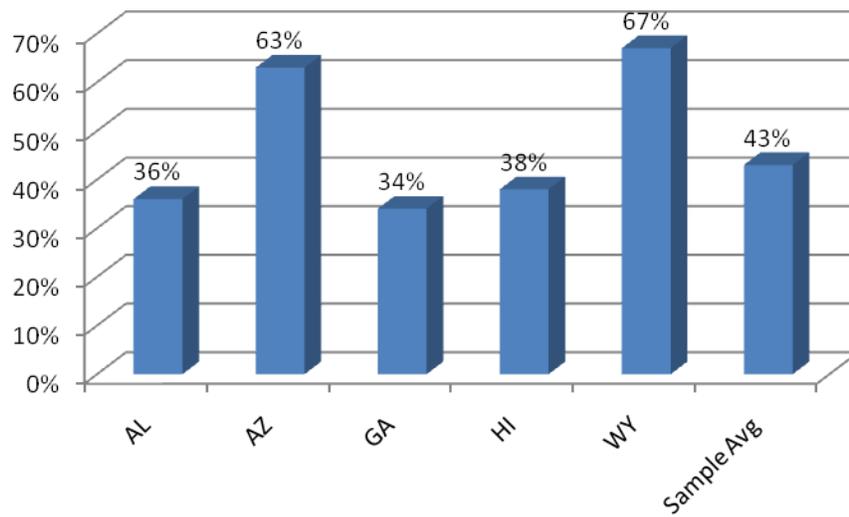


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#### Notes:

South Carolina did not provide data on number of staff who left the agency; therefore, turnover rates could not be calculated.

Figure 10. Turnover Rates in Agencies Providing Day Supports (FY 2005)



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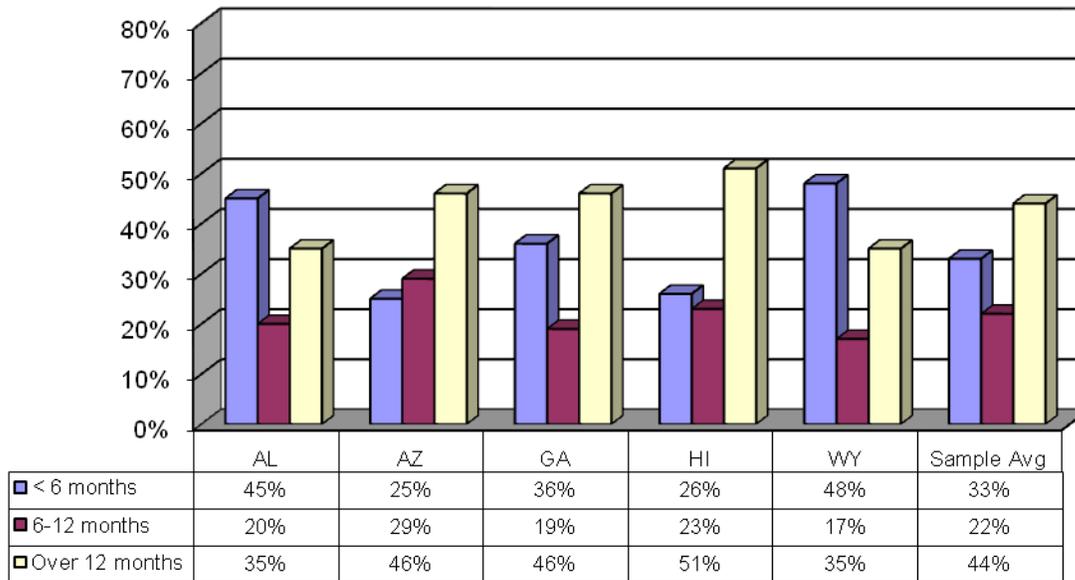
Notes:

South Carolina did not provide data on number of staff who left the agency; therefore, turnover rates could not be calculated.

### ***Length of Employment***

Length of employment of current and “separated” staff (staff who left in the past year) was calculated as follows. For each current employee, the agency determined if that person had been working at the agency for: less than 6 months, 6 to 12 months, or more than 12 months, on December 31. For each “separated” employee, the agency determined if that person had been working at the agency for: less than 6 months, 6 to 12 months, or more than 12 months, at the time of leaving the agency.

Figure 11. Length of Separated Staff Employment in Agencies Providing Residential Supports (FY 2005)



Notes:

South Carolina did not provide data on number of staff who left the agency; therefore, length of employment for “separated” staff could not be calculated.

Figure 12. Length of Current Staff Employment in Agencies Providing Residential Supports (FY2005)

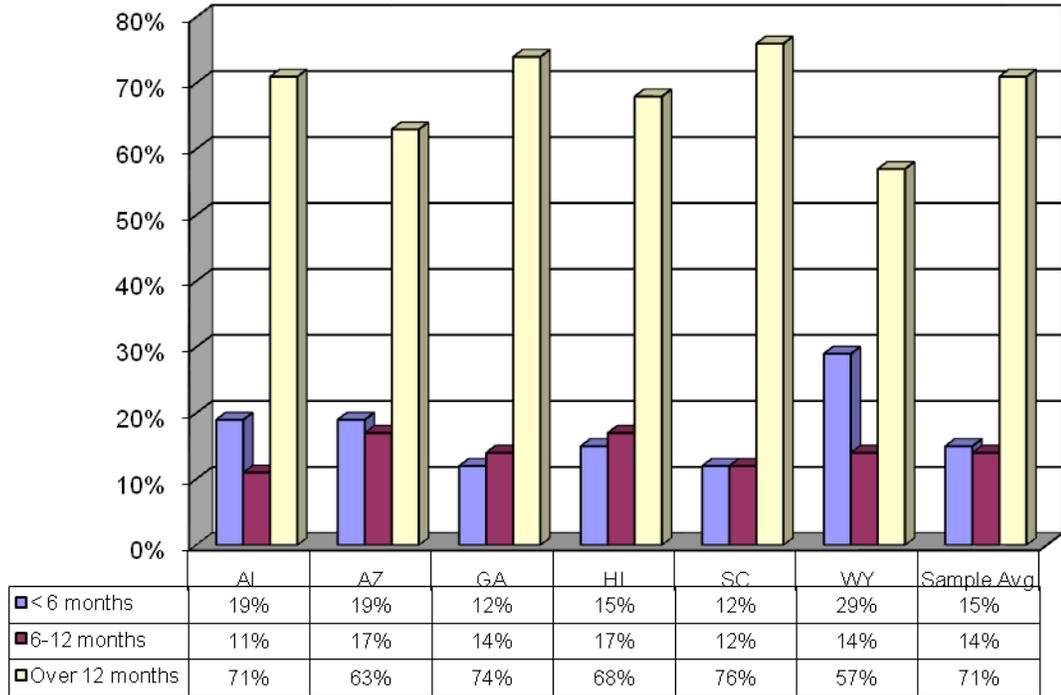


Figure 13. Length of Separated Staff Employment in Agencies Providing Day Supports (FY 2005)

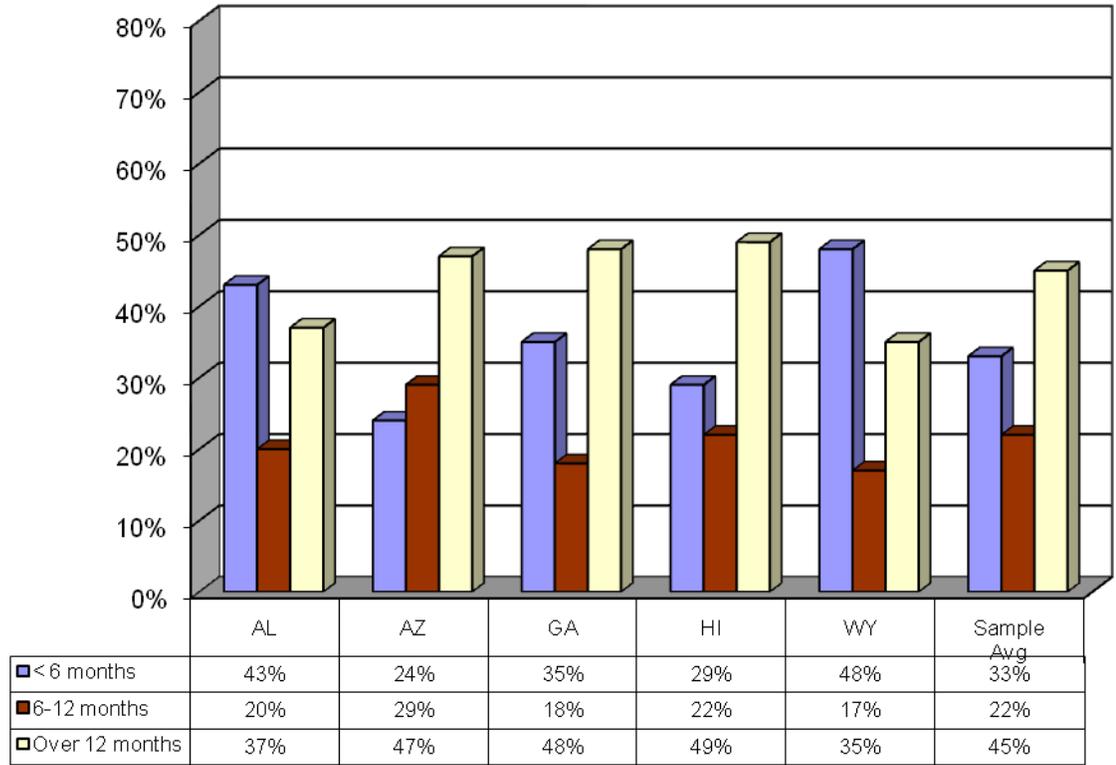
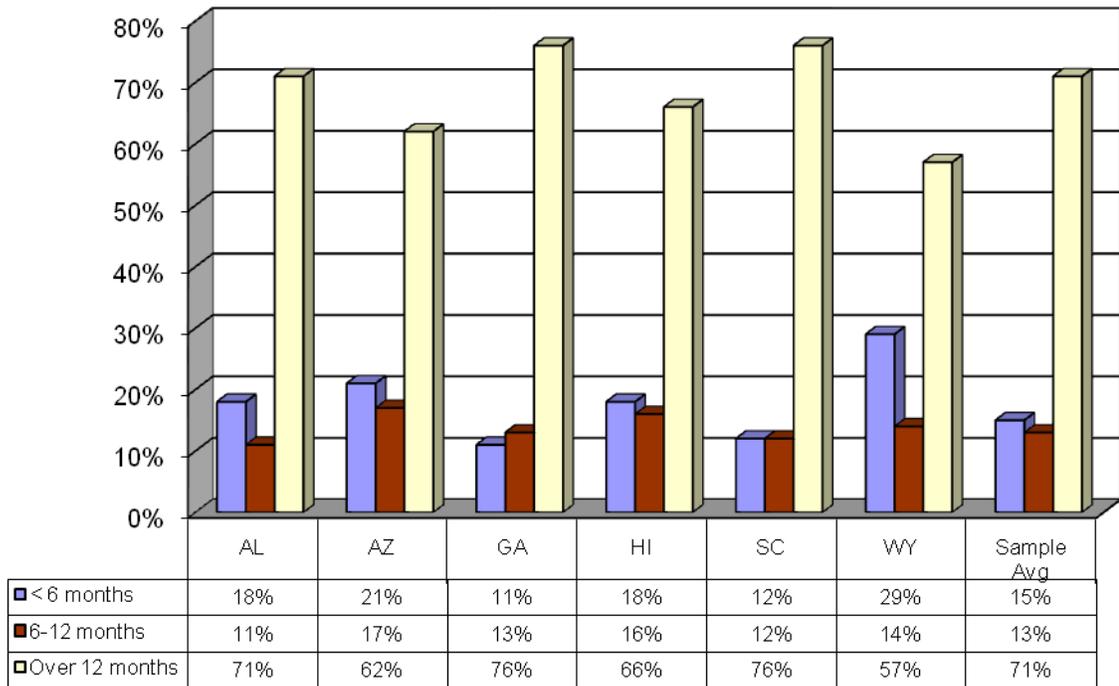


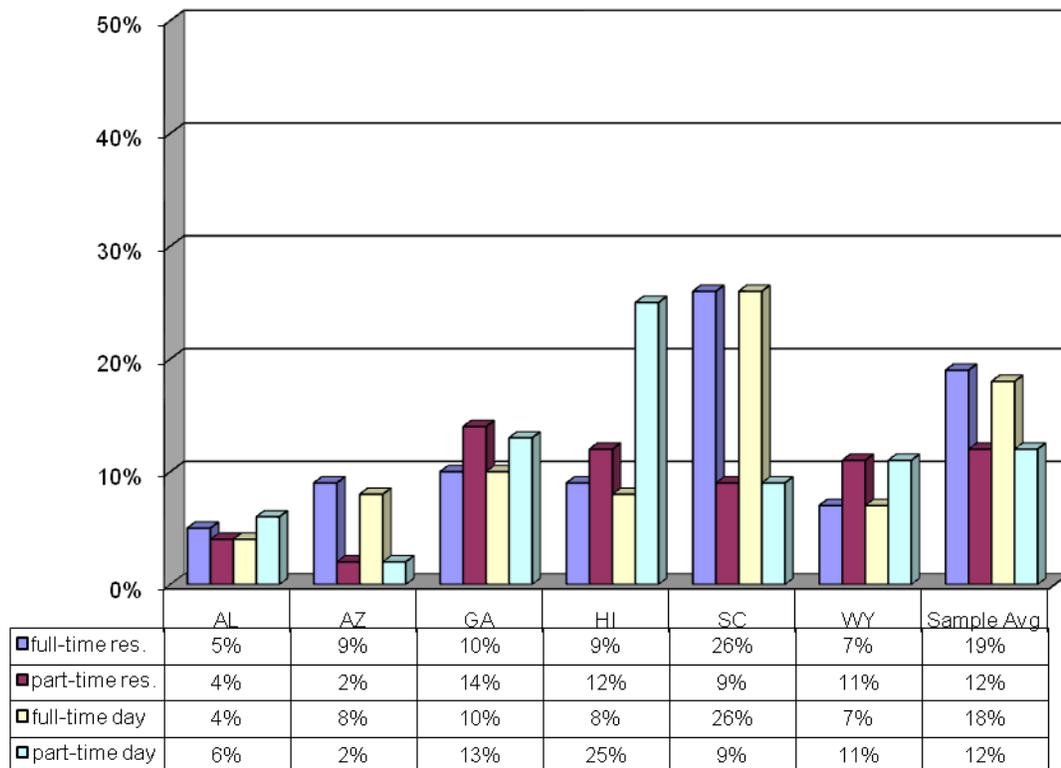
Figure 14. Length of Current Staff Employment in Agencies Providing Day Supports (FY 2005)



## Vacancy Rates

Agencies reported the number of full-time direct support staff positions and part time direct support staff positions on their payroll as of December 2005. They also indicated the number of vacant full-time and part-time positions as of December 2005. Vacancy rates are computed by dividing the number of vacant positions by the total number of positions.

Figure 15. Vacancy Rates (FY 2005)



## Methods and Results: Phase FY 2006

The configuration of provider agencies represented varies by state. Basic profiles of the providers surveyed in each state are presented below.

### Alabama:

- 66% (23 out of 35) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 48 (range of 1 to 483) individuals in residential services, and an average of 71 (range of 1 to 237) individuals in day supports.
- Agencies reporting define “full-time” on average as 36 hours per week, with the range from 30 to 40 hours per week.

### Arkansas:

- 61% (11 out of 18) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 32 (range of 3 to 158) individuals in residential services, and an average of 42 (range of 1 to 158) individuals in day supports.
- Agencies reporting define “full-time” on average as 35 hours per week, with the range from 30 to 40 hours per week.

### Delaware:

- 19% (4 out of 21) of agencies reporting provide residential and day supports.
- Delaware did not provide any information pertaining to number of individuals served nor definition of “full-time” employment.

### Georgia:

- 78% (32 out of 41) of agencies reporting provide residential and day supports.
- Agencies reporting serve an average of 52 (range of 2 to 196) individuals in residential services, and an average of 106 (range of 2 to 278) individuals in day supports.
- Agencies reporting define “full-time” on average as 36 hours per week, with the range from 10 to 40 hours per week.

### Kentucky:

- 61% (61 out of 100) of agencies reporting provide residential and day supports.
- Agencies reporting serve an average of 32 (range of 1 to 166) individuals in residential services, and an average of 44 (range of 1 to 341) individuals in day supports.
- Agencies reporting define “full-time” on average as 35 hours per week, with the range from 30 to 40 hours per week.

### Vermont:

- 100% (15 out of 15) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 90 (range of 6 to 207) individuals in residential services, and an average of 104 (range of 9 to 237) individuals in day supports.
- Agencies reporting define “full-time” on average as 33 hours per week, with the range from 30 to 40 hours per week.

### Washington:

- 20% (54 out of 275) of agencies reporting provide residential and day supports.

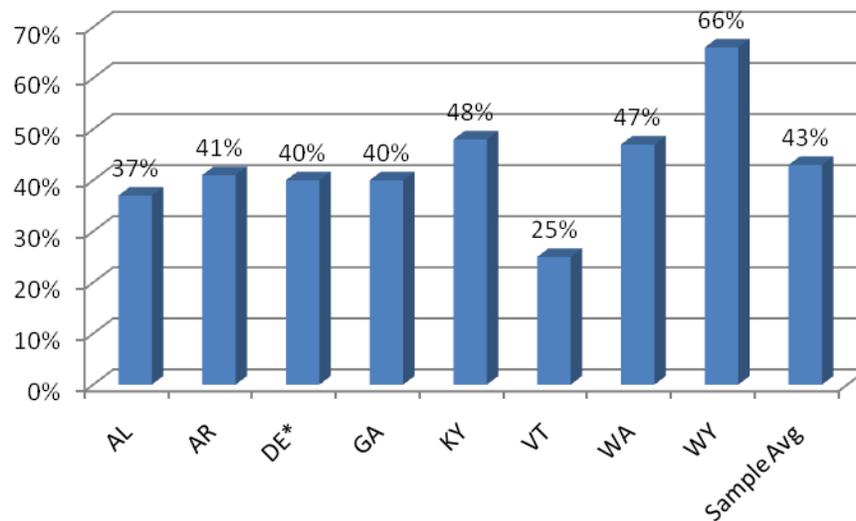
- Agencies reporting serve an average of 26 (range of 1 to 125) individuals in residential services, and an average of 55 (range of 1 to 573) individuals in day supports.
- Washington did not report definition of “full-time” for agencies providing services.

Wyoming:

- 100% (10 out of 10) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 58 (range of 4 to 108) individuals in residential services, and an average of 73 (range of 9 to 137) individuals in day supports.
- Agencies reporting define “full-time” on average as 37 hours per week, with the range from 35 to 40 hours per week.

### Turnover Rates

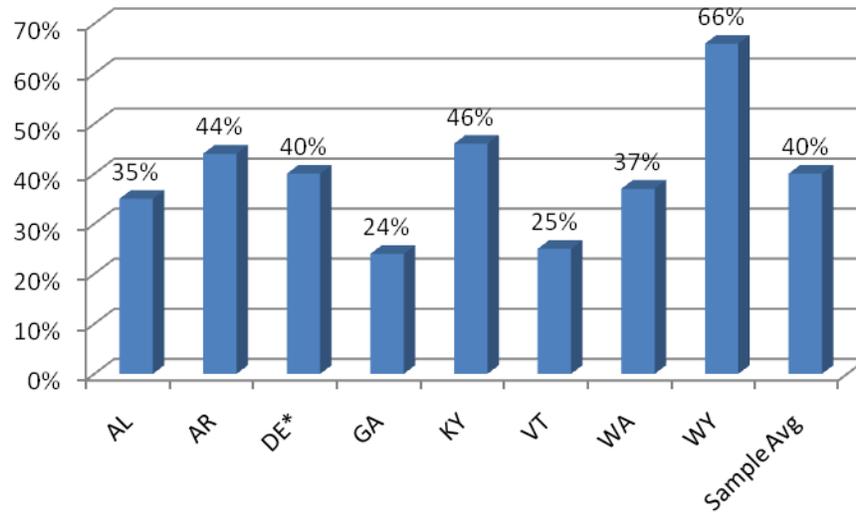
Figure 16. Turnover Rates in Agencies Providing Residential Supports (FY2006)



Notes:

\*Delaware’s “separated staff” data represented only 3 months of 2006. Their turnover rates were multiplied by a factor of 4 in order to estimate the annual rate.

Figure 17. Turnover Rates in Agencies Providing Day Supports (FY2006)



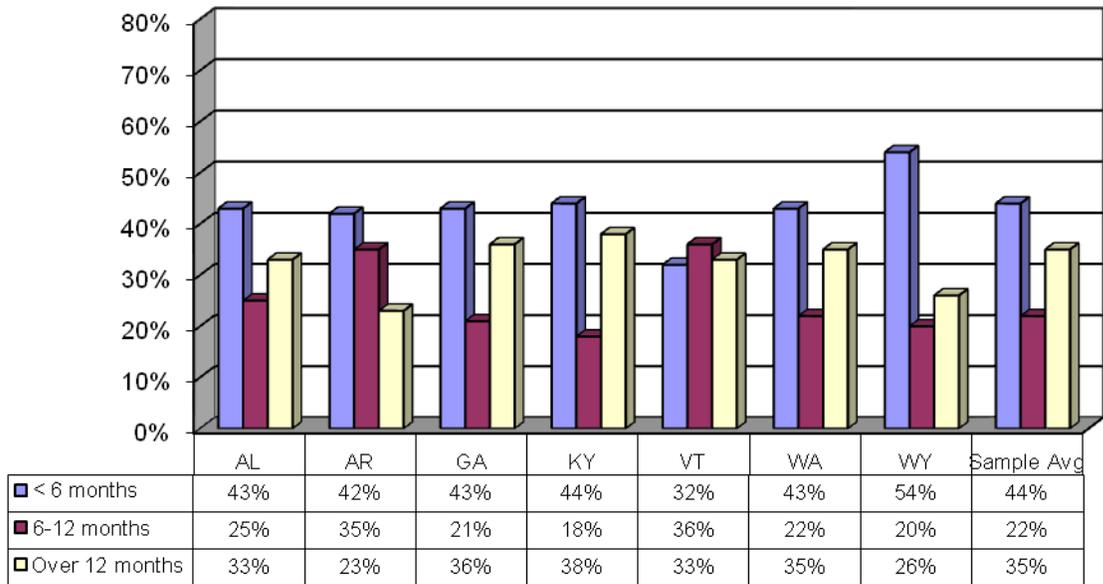
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Notes:

\*Delaware's "separated staff" data represented only 3 months of 2006. Their turnover rates were multiplied by a factor of 4 in order to estimate the annual rate.

## Length of Employment

Figure 18. Length of Separated Staff Employment in Agencies Providing Residential Supports (FY2006)



Notes:

Delaware did not separate out the “separated staff” numbers by how long they worked.

Figure 19. Length of Employment in of Current Staff in Agencies Providing Residential Supports (FY2006)

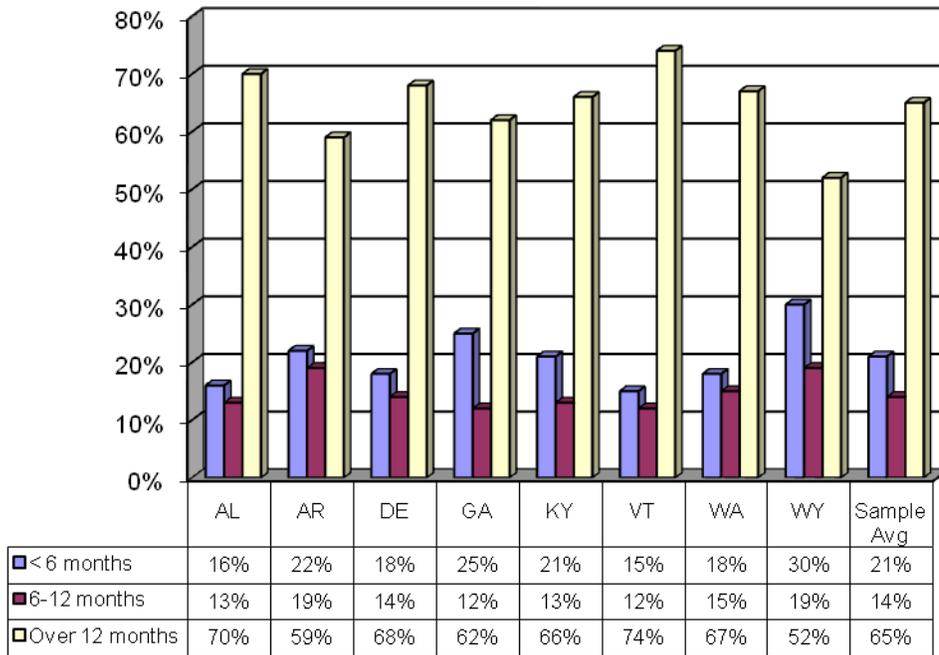
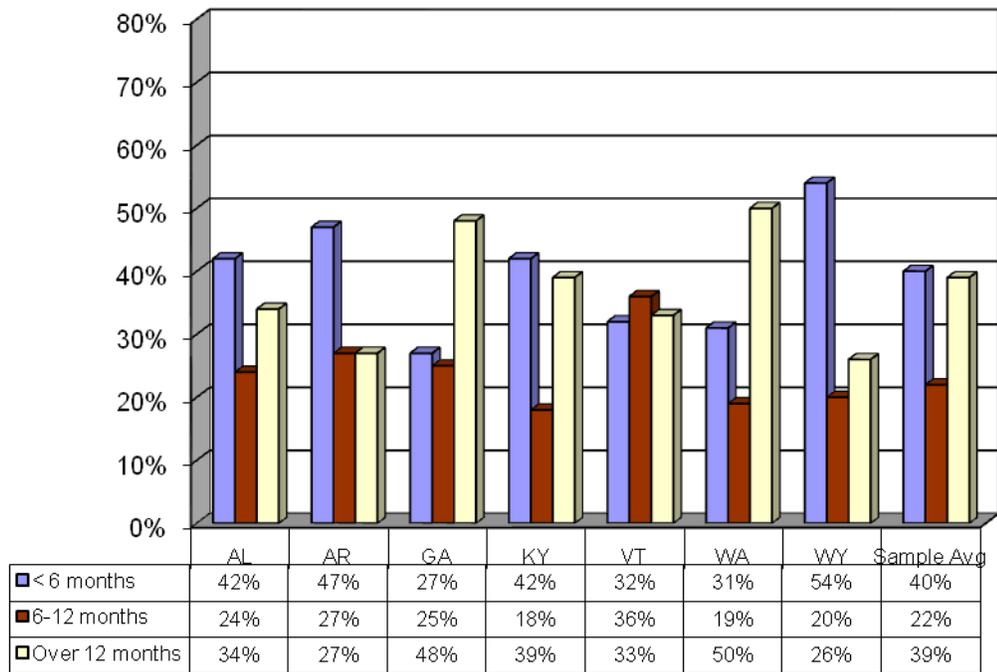


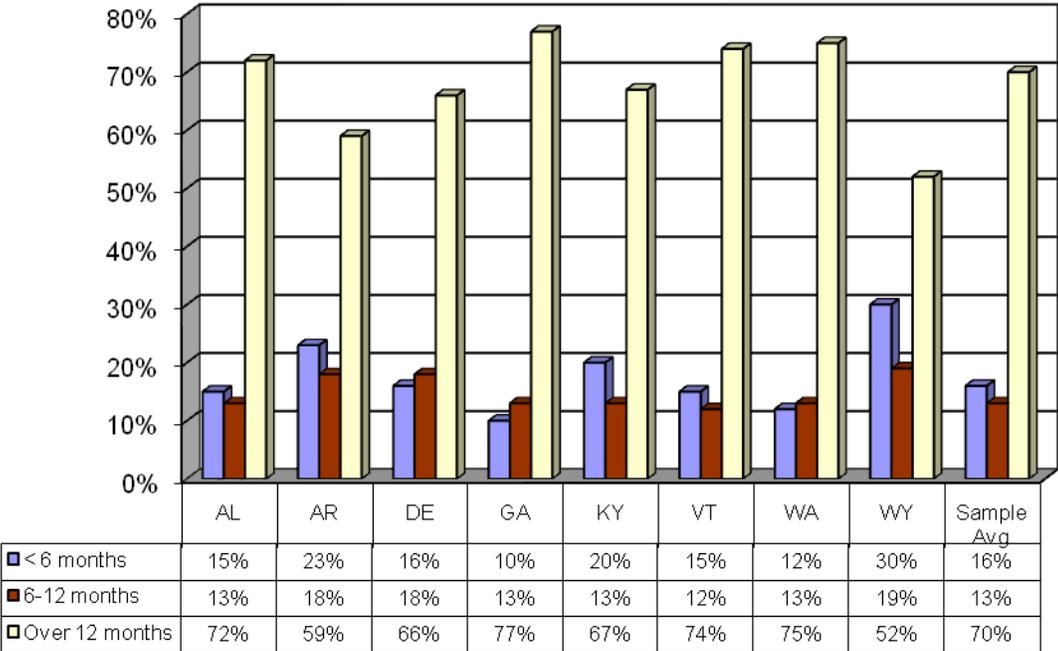
Figure 20. Length of Separated Staff Employment in Agencies Providing Day Supports (FY2006)



Notes:

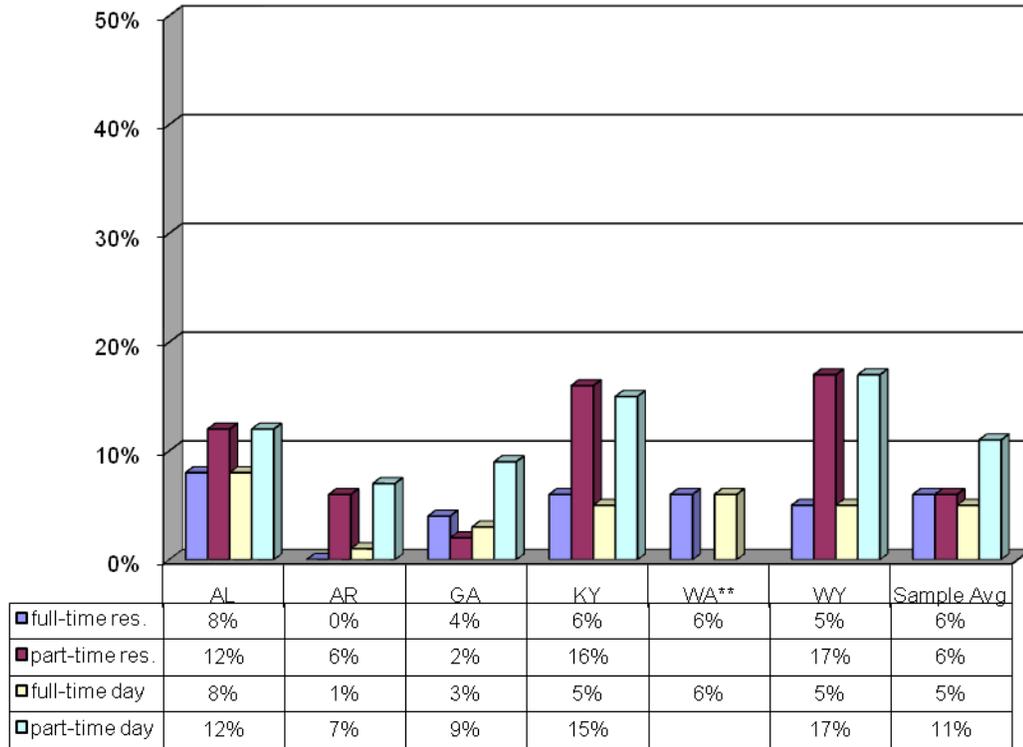
Delaware did not separate out the “separated staff” numbers by how long they worked.

Figure 21. Length of Current Staff Employment in Agencies Providing Day Supports (FY2006)



## Vacancy Rates

Figure 22. Vacancy Rates (FY2006)



Notes:

DE and VT did not provide vacancy data.

\*\*WA only has full-time vacancy data, since all their employee numbers are based on “full-time equivalents” (FTE’s).

## Methods and Results: Phase FY 2007

The configuration of provider agencies represented varies by state. Basic profiles of the providers surveyed in each state are presented below.

### Alabama:

- 72% (21 out of 29) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 36 (range of 1 to 204) individuals in residential services, and an average of 81 (range of 1 to 257) individuals in day supports.
- Agencies reporting define “full-time” on average as 35 hours per week, with the range from 20 to 40 hours per week.

### Georgia:

- 64% (32 out of 50) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 81 (range of 5 to 443) individuals in residential services, and an average of 129 (range of 5 to 443) individuals in day supports.
- Agencies reporting define “full-time” on average as 37 hours per week, with the range from 20 to 40 hours per week.

### Hawaii:

- 65% (13 out of 20) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 26 (range of 1 to 120) individuals in residential services, and an average of 70 (range of 1 to 316) individuals in day supports.
- Agencies reporting define “full-time” on average as 35 hours per week, with the range from 20 to 40 hours per week.

### Kentucky:

- 70% (81 out of 116) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 30 (range of 2 to 310) individuals in residential services, and an average of 32 (range of 1 to 172) individuals in day supports.
- Agencies reporting define “full-time” on average as 34 hours per week, with the range from 2 to 40 hours per week.

### Missouri:

- 61% (28 out of 46) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 37 (range of 1 to 294) individuals in residential services, and an average of 37 (range of 2 to 224) individuals in day supports.
- Agencies reporting define “full-time” on average as 36 hours per week, with the range from 30 to 40 hours per week.

### New Jersey:

- 66% (41 out of 62) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 100 (range of 3 to 655) individuals in residential services, and an average of 152 (range of 3 to 1,030) individuals in day supports.
- Agencies reporting define “full-time” on average as 35 hours per week, with the range from 10 to 40 hours per week.

South Carolina:

- 92% (35 out of 38) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 92 (range of 12 to 317) individuals in residential services, and an average of 170 (range of 6 to 804) individuals in day supports.
- Agencies reporting define “full-time” on average as 35 hours per week, with the range from 30 to 40 hours per week.

Vermont:

- 100% (15 out of 15) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 93 (range of 6 to 204) individuals in residential services, and an average of 132 (range of 22 to 331) individuals in day supports.
- Agencies reporting define “full-time” on average as 33 hours per week, with the range from 30 to 37.5 hours per week.

Washington:

- 22% (48 out of 220) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 27 (range of 3 to 127) individuals in residential services, and an average of 46 (range of 1 to 244) individuals in day supports.
- Washington providers did not provide definitions of “full-time” hours.

Wyoming:

- 100% (10 out of 10) of agencies reporting provide both residential and day supports.
- Agencies reporting serve an average of 63 (range of 7 to 147) individuals in residential services, and an average of 72 (range of 15 to 143) individuals in day supports.
- Agencies reporting define “full-time” on average as 38 hours per week, with the range from 35 to 40 hours per week.

## Turnover Rates

Figure 23. Turnover Rates in Agencies Providing Residential Supports (FY2007)

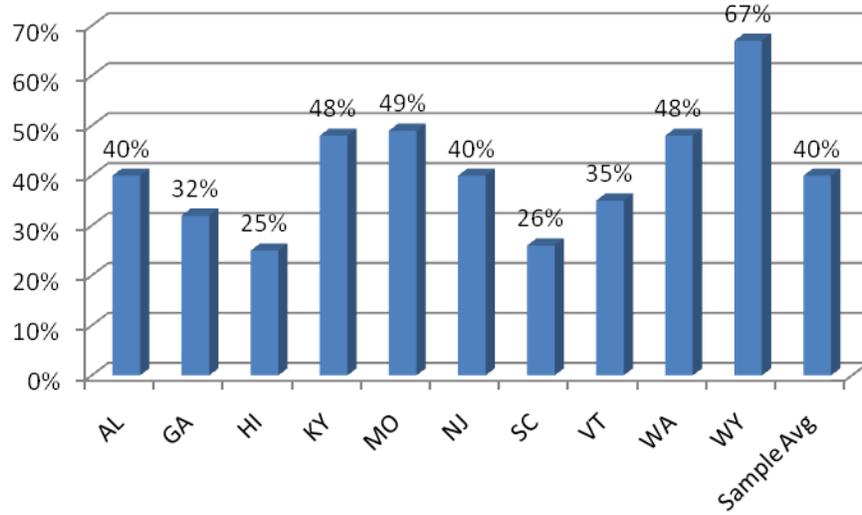
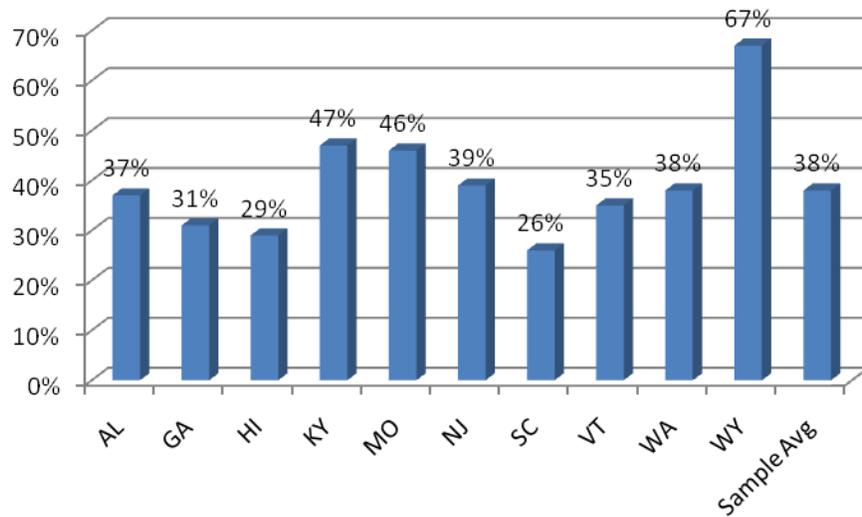


Figure 24. Turnover Rates in Agencies Providing Day Supports (FY2007)



## Length of Employment

Figure 25. Length of Separated Staff Employment in Agencies Providing Residential Supports (FY2007)

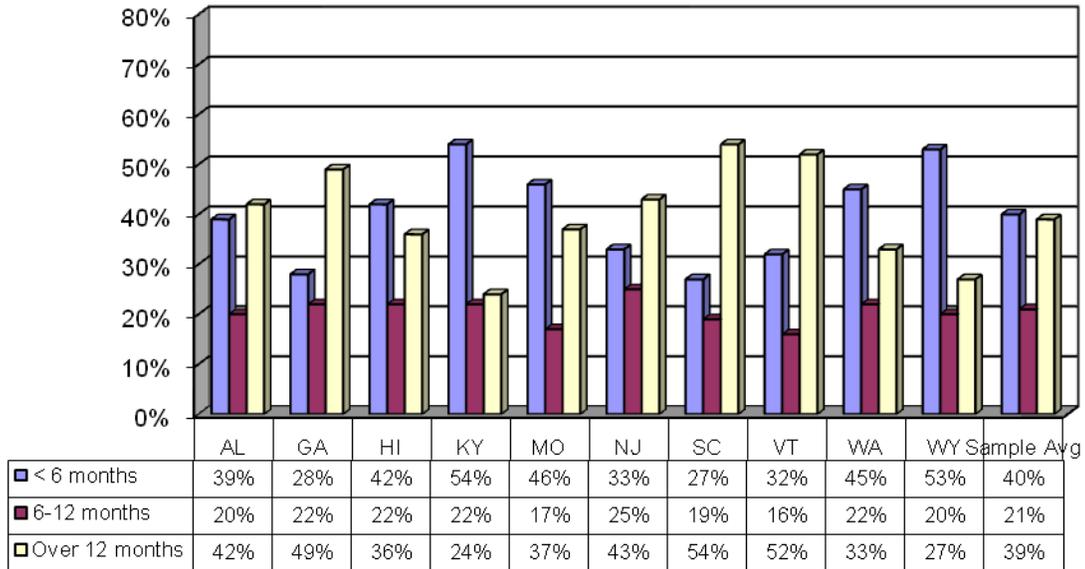


Figure 26. Length of Employment in of Current Staff in Agencies Providing Residential Supports (FY2007)

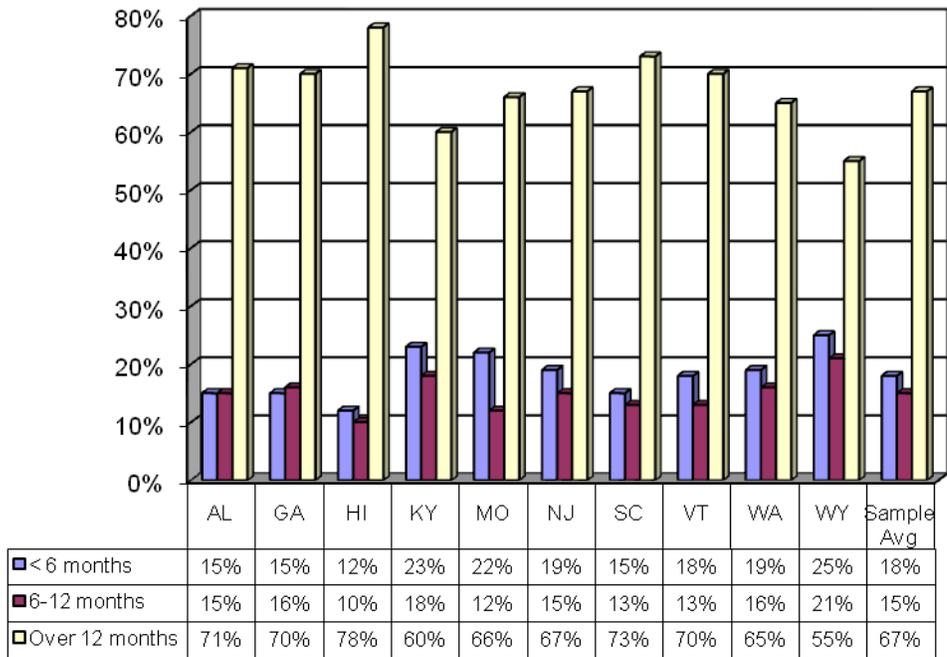


Figure 27. Length of Separated Staff Employment in Agencies Providing Day Supports (FY2007)

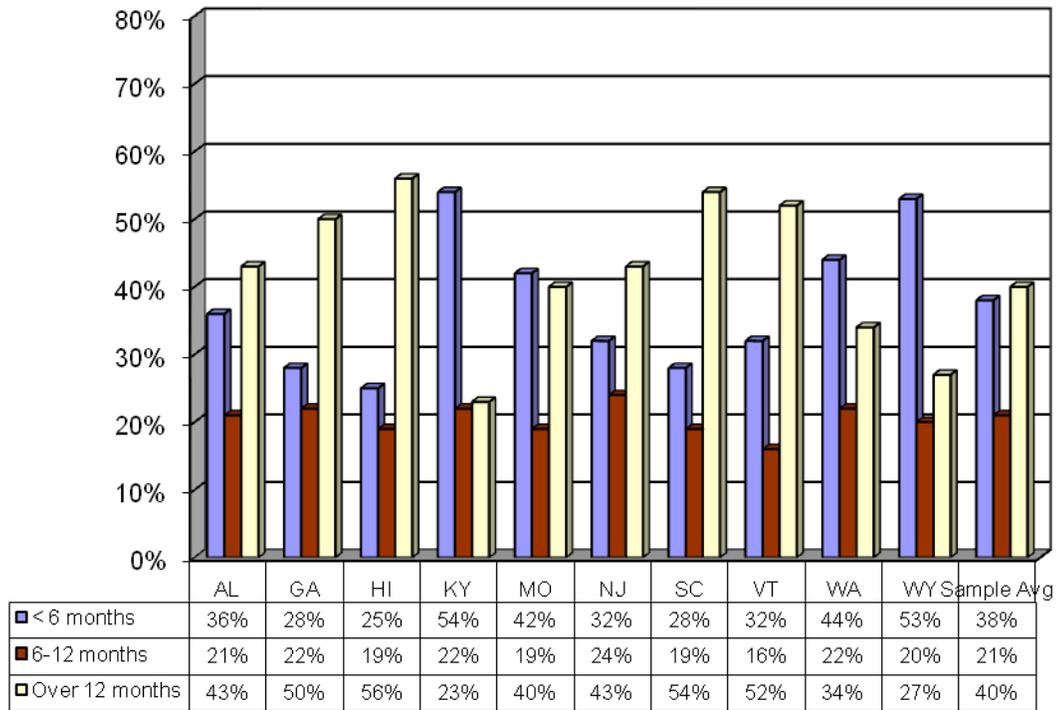
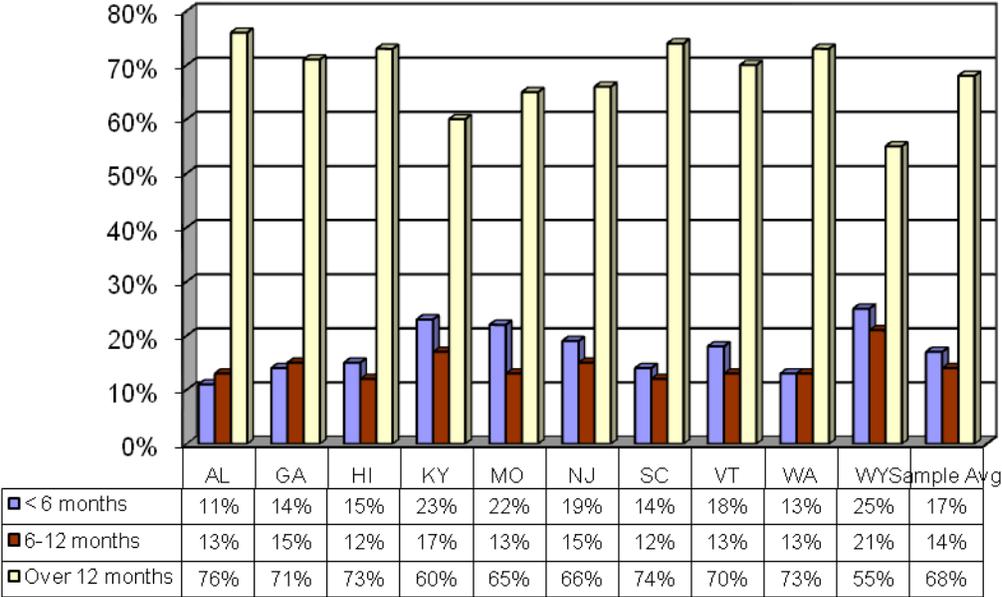
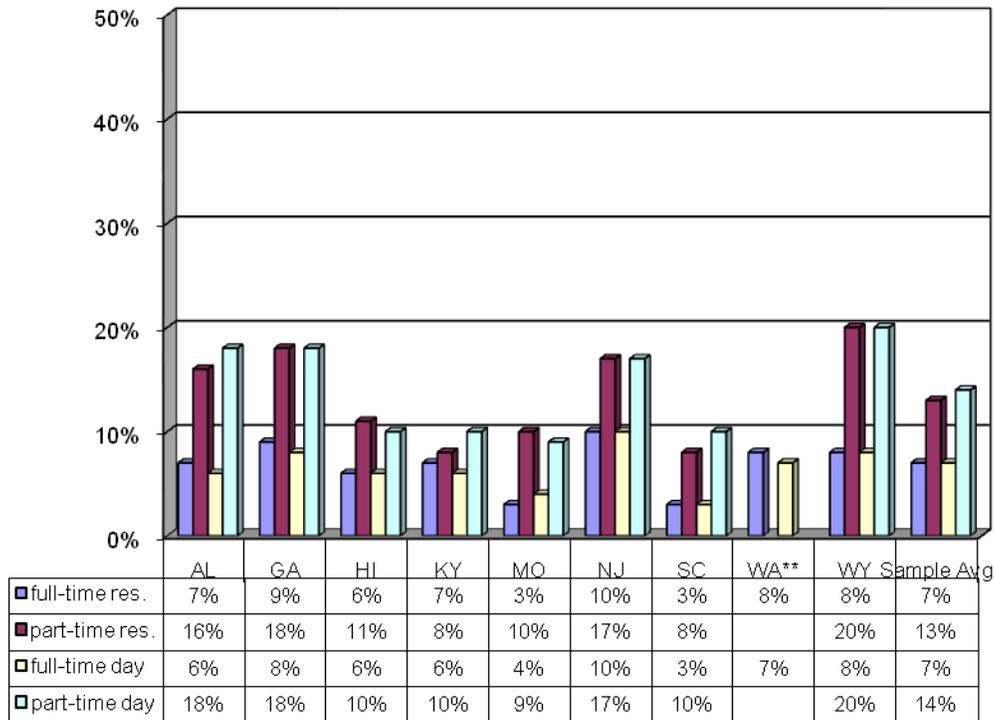


Figure 28. Length of Current Staff Employment in Agencies Providing Day Supports (FY2007)



## Vacancy Rates

Figure 29. Vacancy Rates (FY2007)



Notes:

VT did not provide vacancy data.

\*\*WA only has full-time vacancy data, since all employee figures are based on “full-time equivalents” (FTE’s).

## Recommendations and Observations

Recruiting and retaining qualified support workers are critical concerns for providers and for state agencies that oversee the provision of services and supports to adults with developmental disabilities and their families. Trend data on indicators of staff turnover can provide valuable evidence for states seeking to build capacity of an increasingly difficult to find pool of competent direct support workers, through wage increases, certification programs, and other strategies. While these indicators do shed light on recent trends and state system performance, five caveats should be taken into consideration when reviewing the results in this report:

- First, from 2005-2007, there were only 6-10 states annually submitting data on these indicators, and the specific states were different from year to year, making it problematic to draw conclusions nationally and across time. Possible extra consideration should be paid to Alabama, Georgia, and Wyoming, which were the only states that furnished data for all three years.
- Second, these figures only represent workers who are employed by provider agencies. They do not include workers who are directly hired or contracted by individuals and families, a trend that is becoming more and more common across the country.
- Third, the State of Washington indicates full-time equivalents (FTE's) instead of number of staff. Also, WA represents a large proportion of providers in the FY2006 and, along with Kentucky, in the FY2007 results.
- Fourth, some providers have an overwhelmingly disproportionate amount of staff compared with the rest of the State. An example of this is Georgia (FY2006 data), where one provider accounts for 45% of the total amount of staff reported in the State.
- Fifth, some States do not provide the data as requested by NCI guidelines (for example, see the note on Delaware's separated staff data), thereby making even more difficult to compare state to state.

With these caveats in mind, overall observations include:

-There is a decreasing trend in the turnover rates, for both residential and day providers, from 2005 to 2007.

-Vacancy rates dipped sharply from 2005 to 2006, but started to rise again in 2007.

\*For additional trend data from previous years, please visit the NCI website at [www.nationalcoreindicators.org](http://www.nationalcoreindicators.org).

Further discussion is needed at the next NCI Annual meeting to discuss recommendations for addressing the issues noted above, e.g., should we “weight” the overall averages, how can we make it easier for more states to participate and to do so regularly, and how can we best collect

information about staffing issues from the perspectives of individuals and families who hire their own support workers. Two options to consider include automating the survey (for ease of data entry and reduced errors and cleaning time) or partnering with the College of Direct Support, which has a similar tool for calculating staff turnover and vacancies online.