The University is experiencing retention issues for staff employees within the first year of employment. On average over the last three (3) fiscal years, University Voluntary Turnover averages 9.4%, while Voluntary Resignations within the first year of staff employment is 50% higher at 14.39%. High employee turnover hurts the University bottom line. The estimated cost of replacing an employee in higher education is 21% of the employee’s annual salary.

**Survey Results: Factors That Made You Leave the University**

- Conflict of Schedule: 12.03%
- Quality of Supervision: 20.35%
- Work Conditions: 10.35%
- Salaries/Pay: 15.31%
- Work/Life Balance: 5.01%
- Benefits: 3.96%
- Career Advancement Opportunity: 11.11%
- Family/Parenthood: 9.68%
- Career Change: 2.96%
- Relocation: 5.88%

**Survey Results: Satisfaction with Your Employment**

- **Average**: 24.50% 16.60% 19.80% 25.90% 9.68%
- **Retention**: 20.05% 20.50%
- **Turnover**: 15.60% 16.50% 10.50% 16.50%
- **Career**: 12.20% 11.50% 16.50%
- **Compensation**: 10.10% 7.20% 7.20%
- **Training & Support**: 22.08% 15.95% 15.95% 15.45% 7.45%
- **Rewards & Recognition**: 15.45% 15.45% 15.45% 15.45% 15.45%
- **Organizations, People and Values**: 22.08% 15.45% 15.45% 15.45% 15.45%
- **Personal Advancement**: 7.45%

**Value Added Benefits of Retention**

- **Overall Voluntary Turnover**
- **Total Turnover Cost**

**Cost of Turnover**

FY 2015 FY 2016 FY 2017

- **1st Year Turnover Cost**: $5,334,780.52 $5,215,163.13 $5,099,238.89
- **Voluntary Resignations within the first year of staff employment is 50% higher at 14.39%**
- **High employee turnover hurts the University bottom line. The estimated cost of replacing an employee in higher education is 21% of the employee’s annual salary.**

**Proposed: Exit Survey Process**

- Focus on valued employees who resign
- Interviews should not be conducted by employee’s immediate supervisor
- Explain the purpose of the exit interview
- Explain the confidential nature of the process
- Keep the process simple
- Stress the information provided is anonymous and not part of their permanent record
- Assess exit interview information to identify patterns, share with leadership, and set realistic plans to prevent future loss

**Effective Exit Survey Process**

- Assess exit interview information to identify patterns, share with leadership, and set realistic plans to prevent future loss