

KPI

Mini-Series

for School Nutrition Programs

Staff Turnover Rate

Objective: Calculate staff turnover rate to determine how often positions must be filled.

Preparation Checklist

Instructions: The following tasks are necessary for presenting the trainings. Keep track of the progress by checking off tasks as they are completed. (Items may vary according to needs of particular lessons.)

Task	Person Responsible	Completion Date	✓
<p>Reserve equipment and gather supplies as needed for use on the day of class (6 weeks prior).</p> <p>Roster of participants attending for instructor Participants' sign-in sheets</p> <p>Task to do before the training Print handouts and activities for each participant Print activity answer keys for each participant to pass out at the end of the lesson</p> <p>List of equipment and supplies needed Microphone (preferably wireless) Calculators Pens, pencils, note paper, self-adhesive notes, (each table) Chart paper and markers</p>	Instructor		

Objective: Calculate staff turnover rate to determine how often positions must be filled.

SAY: Hello, everyone. Welcome to the Key Performance Indicators (KPI) lesson on staff turnover rate. Our training will cover staff turnover rate, where to find the information, why it is important in the school nutrition program, and how it is calculated.

ASK: Can someone tell me what staff turnover rate is?

DO: Wait for participants to respond.

FEEDBACK: Staff turnover rate is the rate at which staff members leave employment, either voluntary or involuntary, and are replaced by new employees.

ASK: Why would you want to calculate staff turnover in your school?

DO: Wait for participants to respond.

FEEDBACK: The timing of recruiting efforts can affect a school nutrition (SN) program's ability to hire and train new employees to be ready for work when needed. It is extremely important to calculate this in areas with low unemployment rates. Hiring and training new employees is a costly process, and high turnover rates are indicative of internal problems, such as poor work environment, lack of opportunities for professional development and advancement, and poor supervision.

ASK: How often should you calculate staff turnover rate?

DO: Wait for participants to respond.

FEEDBACK: Staff turnover rate can be calculated monthly and annually.

SAY: The information you need to calculate staff turnover rate will come from payroll records, school nutrition records, and the school district human resource department. Once you have gathered the information, the calculation for staff turnover rate is as follows:

$$\text{Staff Turnover Rate} = \frac{\text{The number of employees terminated during a period}}{\text{The number of employees at the end of the month}} \times 100$$

For example:

A SN program had two employees terminated during a month (voluntary or otherwise). At the end of the month, the SN program has a total of 22 full-time and part-time employees. Therefore, the staff turnover rate for the SN program is as follows:

$$\frac{2}{22} \times 100 = \mathbf{9.09} \text{ or } \mathbf{9.1\%}$$

ASK: Does anyone have any questions?

DO: Wait for participants to respond. Answer questions to the best of your ability.

DO: Distribute copies of the **Calculating Staff Turnover Rate** worksheet. Ask the participants to complete this worksheet.

SAY: Let's do an activity to see how much you have learned. Take out the **Calculating Staff Turnover Rate** worksheet.

DO: Read the instructions. Give participants about five (5) minutes to complete the activity. Walk around to help anyone that may have questions or needs help. When everyone has completed the activity, go over the answers. Explain how to calculate the answers if someone does not understand.

Calculating Staff Turnover Rate

Instructions: Calculate staff turnover rate using the information in the following chart. Then answer the question after you have completed the calculations. You will have about five (5) minutes to complete the activity.

Staff Turnover Rate for September							
School	Number of Employees Terminated During September	÷	Number of Employees	X	100	=	Staff Turnover Rate
Elementary	2	÷	7	X	100	=	
Middle	1	÷	6	X	100	=	
High	0	÷	8	X	100	=	
District Totals	3	÷	21	X	100	=	

If the SN director wanted to maintain a staff turnover rate of 10%, what, if anything, can be concluded from the rates in this activity? _____

Calculating Staff Turnover Rate

Answer Key

Staff Turnover Rate for September							
School	Number of Employees Terminated During September	÷	Number of Employees	X	100	=	Staff Turnover Rate
Elementary	2	÷	7	X	100	=	28.6%
Middle	1	÷	6	X	100	=	16.7%
High	0	÷	8	X	100	=	0.0%
District Totals	3	÷	21	X	100	=	14.3%

If the SN director wanted to maintain a staff turnover rate of 10%, what, if anything, can be concluded from the rates in this activity? **The turnover rate for the month at the elementary and middle school is high and the district totals are high. The director will need to determine why the employees left shortly after the beginning of the school year. There are several factors to consider. For example, problems with other employees, family problems, need to relocate, poor working conditions, poor supervision, etc. These factors or issues are something the SN director will need to investigate.**

SAY: Staff turnover rate allows an SN director to determine how often positions must be filled, and at what times of the year. The turnover rate allows directors to plan recruiting and new staff training activities in advance. Annual calculation of this key performance indicator (KPI) can help in determining supervisory management issues and potential areas for supervisory staff development. High turnover rates can be indicative of internal problems, for example, poor work environment, lack of opportunities for professional development and advancement, poor supervision, etc. An investigation of these areas should be initiated to determine and address the specific issues. It is difficult for management to keep trained employees when the staff turnover rate exceeds 10%.

Factors that influence staff turnover rate include geographic location, population, labor pool, and state of the economy.

KPI Mini-Series: Staff Turnover Rate

Employees often seek new employment for the following reasons:

- Poor hiring practices
- Lack of development opportunities
- Better opportunities elsewhere
- Poor treatment
- Inadequate pay
- Poor job satisfaction
- Poor morale
- Illness/family illness
- Relocation
- Retirement

Employee retention can be increased by:

- Careful hiring practices
- Providing routine training for all non-managerial employees
- Providing continuous training for managers to improve their supervisory skills
- Providing professional development opportunities for all salaried employees
- Seeking to understand and improve employee satisfaction through staff surveys, performance appraisals, and exit interviews.

ASK: Does anyone have any questions about staff turnover rate and how to calculate it?

DO: Answer questions to the best of your ability. If there are questions you cannot answer, tell the participants you will find out the answer and get back with them.

SAY: Thank you for participating in today's training. I hope you will take this information back to your school and begin to use it.

References

- Institute of Child Nutrition. (2018). *Essential KPIs for school nutrition success*. University, Mississippi: Author.
- U.S. Department of Agriculture. (2015). *Professional standards for school nutrition professionals*. <https://www.fns.usda.gov/school-meals-professional-standards>
- U.S. Department of Agriculture, Food and Nutrition Service. (2019). *Food distribution program: Value of donated foods* (July 1, 2019 - June 30, 2020). <https://www.fns.usda.gov/usda-fis/fr-081219>
- U.S. Department of Agriculture, Food and Nutrition Service. (2019). *National school lunch, special milk, and school breakfast programs, national average payments/maximum reimbursement rates*. <https://www.federalregister.gov/documents/2019/08/07/2019-16903/national-school-lunch-special-milk-and-school-breakfast-programs-national-average-paymentsmaximum#p-31>



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