



# FOCUS

## OVERVIEW

- > Employee Turnover is a measure of the number of employees leaving CUNY voluntarily (resignation or retirement) compared with the total population, expressed as a number and/or rate.
- > It is a relevant short-term metric when comparing titles, locations, and employee groups. It is also relevant to compare turnover with external benchmarks.
- > Turnover is a relevant long-term metric which may indicate emerging employment issues that can be addressed before they cause a major impact.

## Key Results

CUNY Full-Time Voluntary Turnover: 2.9%

Higher Education Voluntary Turnover: 6.7%

Nationwide Voluntary Turnover: 16.8%

Education Sector Voluntary Turnover: 10.6%

CUNY Campus Rate Range:

1.0% - 4.3%

Min: Graduate Center 1.0%

Max: Hostos 4.3%

## FULL-TIME VOLUNTARY STAFF TURNOVER

In this issue we focus on voluntary turnover among full-time staff. Figures are based on CUNYfirst information as of August 30, 2010:

- Full-time staff excludes faculty and graduate assistants.
- Full-time staff are those separated between 7/1/2009 and 6/30/2010, with no other active appointment at any CUNY campus.

Additionally, we reviewed selected external benchmarks and made comparisons.

CUNYfirst provided basic information on reasons for separation, and the reasons of "Resignation" and "Retirement" were deemed voluntary. We did not include death, disability, or involuntary actions taken by CUNY, although these are illustrated in an exhibit at the end of this document.

Overall, the data illustrates an overall voluntary turnover rate of 2.9% within a range of 0.0% (School of Journalism) to 4.3% (Hostos Community College).

### Titles with Lowest Number of Separations

Full-time titles / title groups with the lowest number of voluntary separations include Classified Managerial and IT Series Titles (8 separations each), CLT and Research Titles (10 separations), and Accounting and Purchasing Titles (11 separations).

For IT titles, one possible explanation is that job descriptions were revised in 2007 to better reflect the requirements of the titles; the new Job descriptions were then used to recruit candidates with appropriate skills. For the Classified Managerial Group, additional levels of pay were incorporated in the compensation plan.

### Titles with Highest Volume of Separations

Full-time non-instructional titles with the highest number of voluntary separations are: Campus Peace Officer and CUNY Administrative Assistant (14 separations each), Custodial Assistant (29 separations), and CUNY Office Assistant (43 separations).

Please note that Campus Peace Officer, CUNY Office Assistant, and Custodial Assistant are entry-level titles and a certain amount of turnover is expected.

### Non-Teaching Instructional (HEO) Separations

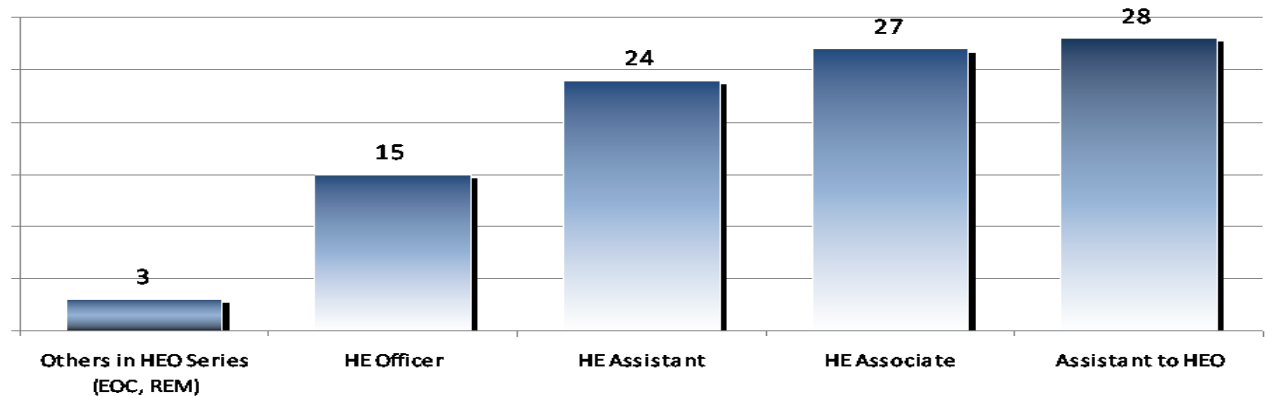
As a group, there were 97 voluntary separations in the HEO series. Excluding EOC and REM titles, the number of separations ranged from 15 (HE Officer) to 28 (Assistant to HEO). Further investigation will be needed to understand the reasons for voluntary turnover in this critical career group.

Category	Rate
<b>Total Voluntary Turnover</b>	<b>2.9%</b>
<b>Voluntary Turnover by Group:</b>	
Executives	4.6%
Classified Managers	3.9%
HEO Series	2.9%
CLTs / Research Staff	1.8%
Classified Staff	2.9%

## Numbers of Voluntary Separation within the HEO Series

7/1/2009 - 6/30/2010

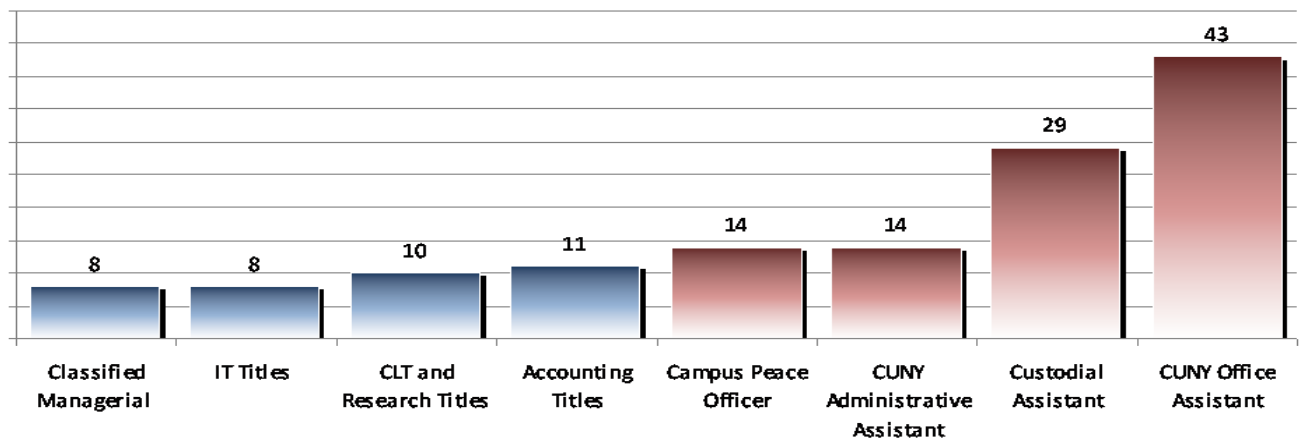
Source: CUNYfirst as of August 2010



## Lowest and Highest Voluntary Separation in Full-Time Classified Titles

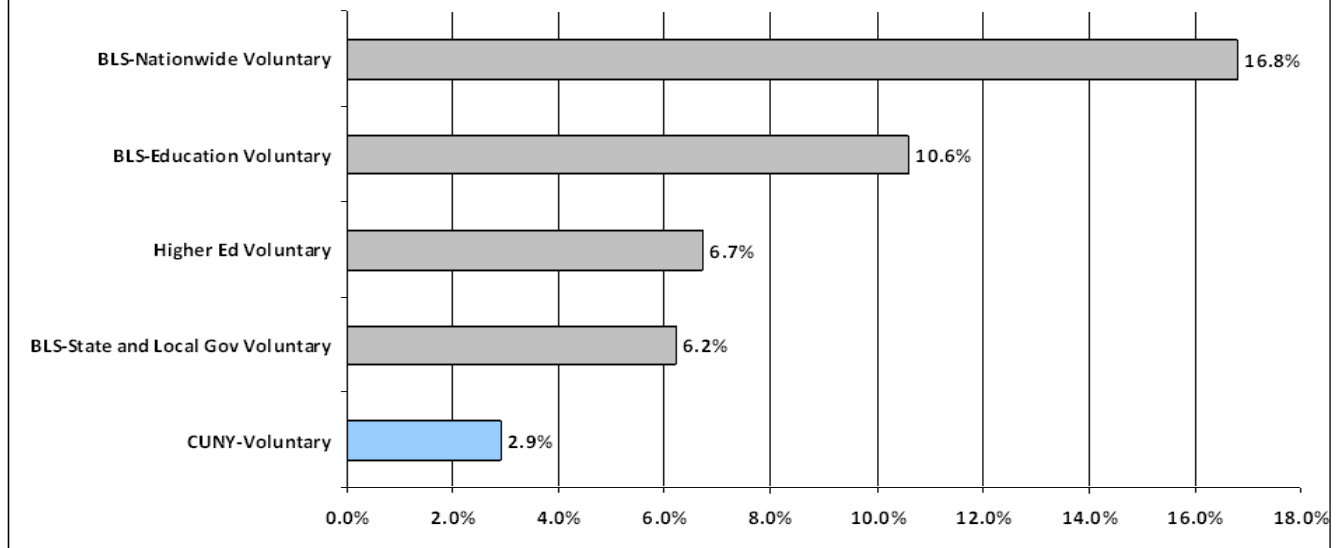
7/1/2009 - 6/30/2010

Source: CUNYfirst as of August 2010



The illustrative charts on the following pages provide external comparisons and details of turnover by campus and separation reason.

## External Turnover Comparisons - Voluntary

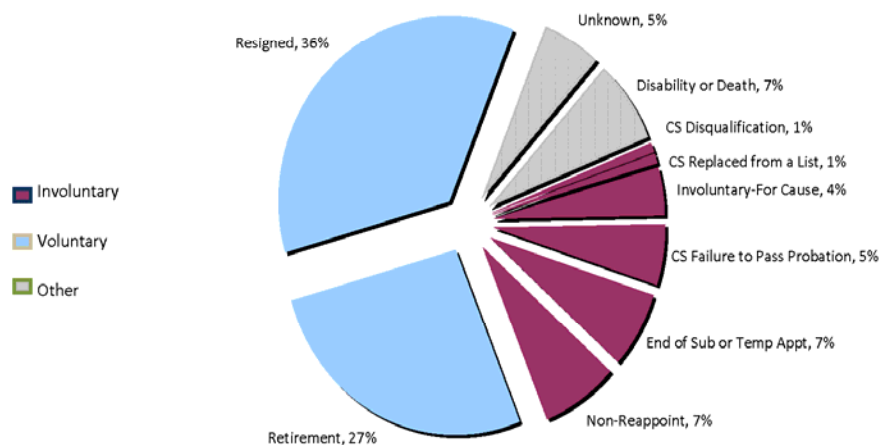


**BLS:** U.S. Bureau of Labor Statistics Quit Rates for Educational Services, Government Workers, and Overall, 2009.

## Full-Time Separation Reasons

7/1/2009 - 6/30/2010

Source: CUNYfirst as of August 2010

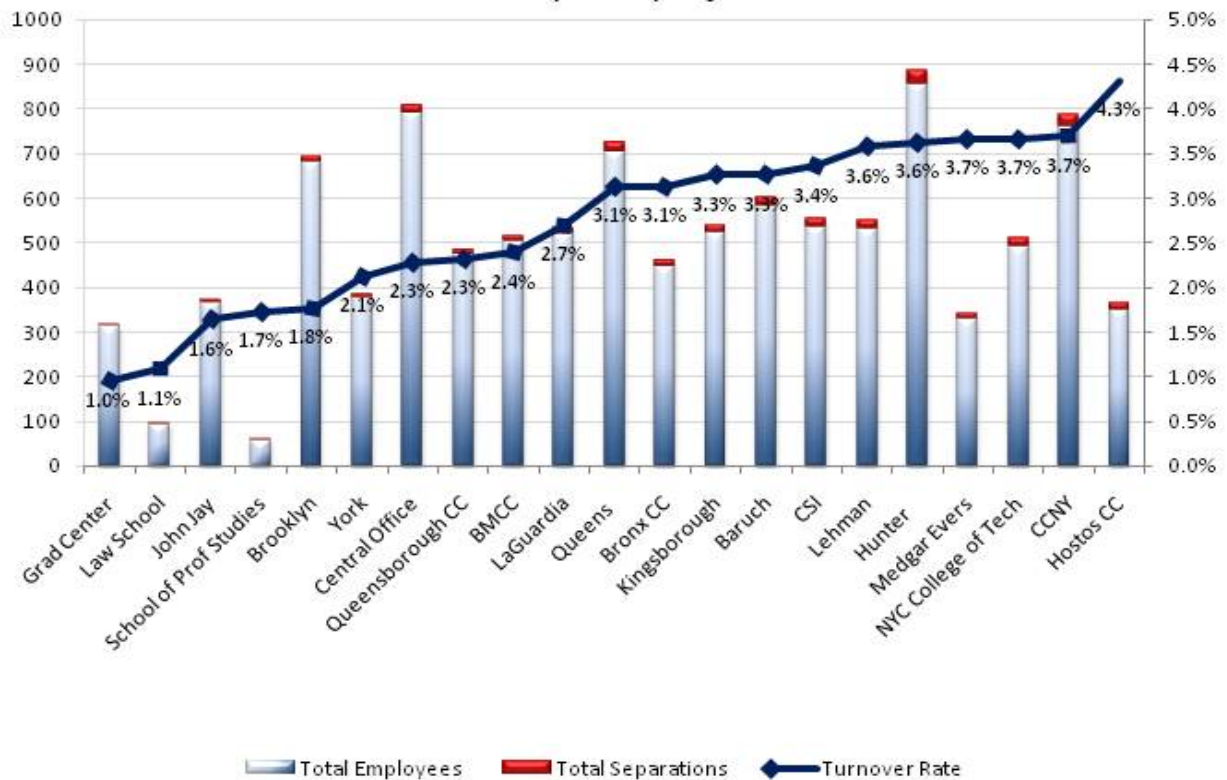


		Termination Reason	Number of Separations	% of Total
Involuntary		CS Disqualification	4	0.8%
		CS Replaced from a List	4	0.8%
		Involuntary-For Cause	20	4.1%
		CS Failure to Pass Probation	25	5.2%
		End of Sub or Temp Appt	33	6.8%
		Non-Reappoint	34	7.1%
Voluntary		Retirement	129	26.8%
Total Voluntary Turnover: 301		Resigned	172	35.7%
Other		Unknown	26	5.4%
		Disability or Death	35	7.3%
		<b>Total (Total Turnover)</b>	<b>482</b>	<b>100.00%</b>

## Full-Time Staff Voluntary Turnover Rate by Campus

7/1/2009 - 6/30/2010

Source: CUNYfirst as of August 2010



College	Full-Time Employees	Full-Time Separations	Turnover Rate
Baruch	583	19	3.3%
BMCC	500	12	2.4%
Bronx CC	447	14	3.1%
Brooklyn	681	12	1.8%
CCNY	758	28	3.7%
Central Office	790	18	2.3%
CSI	536	18	3.4%
Grad Center	314	3	1.0%
Hostos CC	348	15	4.3%
Hunter	896	31	3.6%
Hunter Campus Schools (not-list)	20	2	10.0%
John Jay	366	6	1.6%
Kingsborough	522	17	3.3%
LaGuardia	505	14	2.7%
Law School	92	1	1.1%
Lehman	530	19	3.6%
Medgar Evers	308	12	3.7%
NYC College of Tech	490	18	3.7%
Queens	703	22	3.1%
Queensborough CC	474	11	2.3%
School of Journalism	18	0	0.0%
School of Prof Studies	58	1	1.7%
York	376	8	2.1%
Total	10,316	301	2.9%

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