

City of Alexandria, Virginia

MEMORANDUM

DATE: JUNE 26, 2014

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: RASHAD M. YOUNG, CITY MANAGER 

SUBJECT: SUMMARY OF ALEXSTAT MEETING ON EMPLOYEE TURNOVER

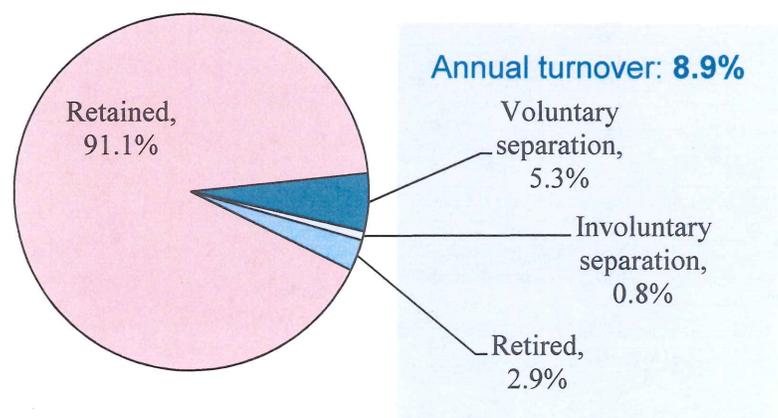
Summary of Issue and Findings

This AlexStat sought to answer the following question: *What can we learn about employee turnover in Alexandria City Government?*

Analyses indicated that the turnover rate in Alexandria City government is similar to that of regional comparators and is below the national average for City governments. Rates of voluntary turnover among Alexandria employees do not vary greatly from department to department, and no department has a rate significantly above the City average. Current data are insufficient to determine why individuals who leave the City voluntarily choose to do so, as the only formal mechanism for assessing this is an optional exit interview completed by a minority of separating employees. As such, this AlexStat recommended implementation of a new survey or revisions to existing surveys to solicit employees' views on a variety of turnover-relevant issues, including satisfaction with career advancement opportunities, salary and benefits, and coworker relations.

Detailed Findings*City Turnover Rate*

Total turnover among regular, full-time employees was estimated at 8.9% annually. Voluntary turnover (individuals who resigned or quit) occurred at a rate of 5.3% annually, while retirements and involuntary separations (including disciplinary actions, reductions in force, and terminations) occurred at annual rates of 2.9% and .8%, respectively. General Scale employees had a slightly higher annual rate of turnover (9.5%) than Public Safety employees (7.7%).

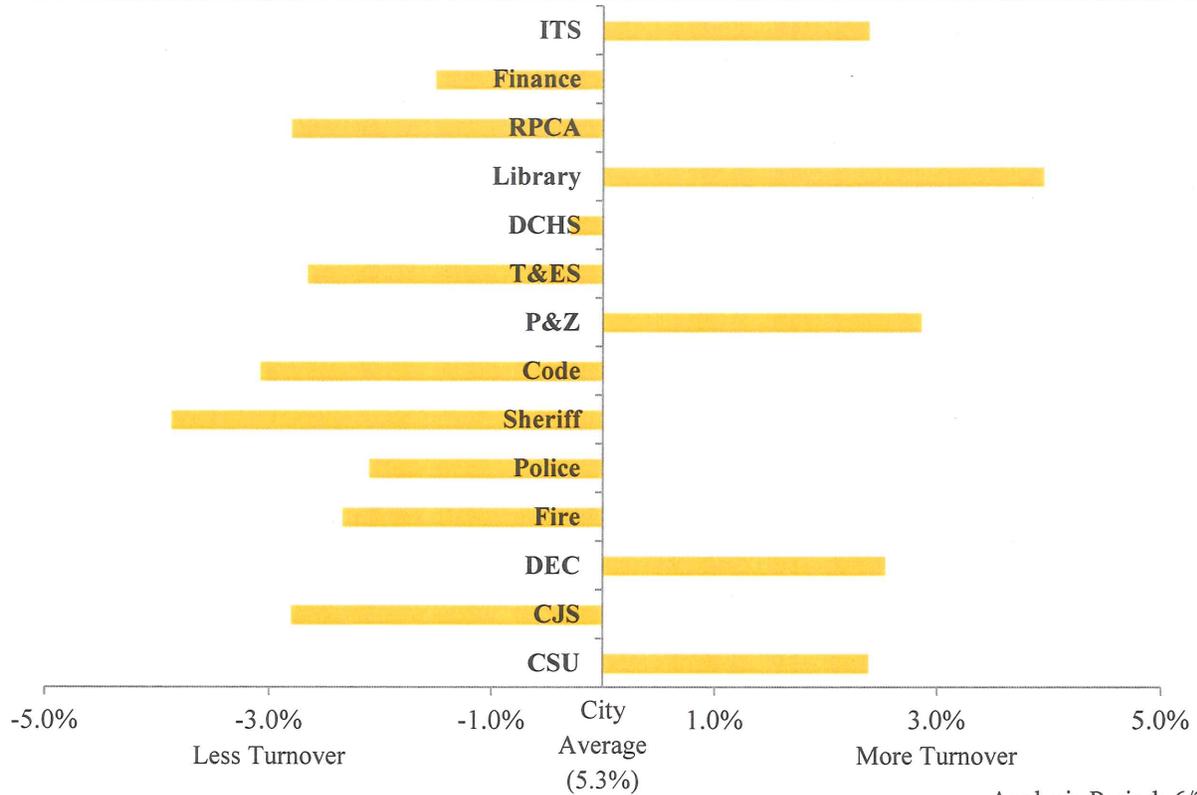
Rates of Annualized Citywide Turnover

Analysis Period: 6/22/13-3/28/14

Voluntary Turnover Within Departments

No department had a voluntary turnover rate significantly above the City average. Among City departments with 25 employees or more, none had a rate greater than 4.5% above or below the City average.

Difference in Annual Voluntary Turnover Rate from City Avg. (Depts. With >25 employees)

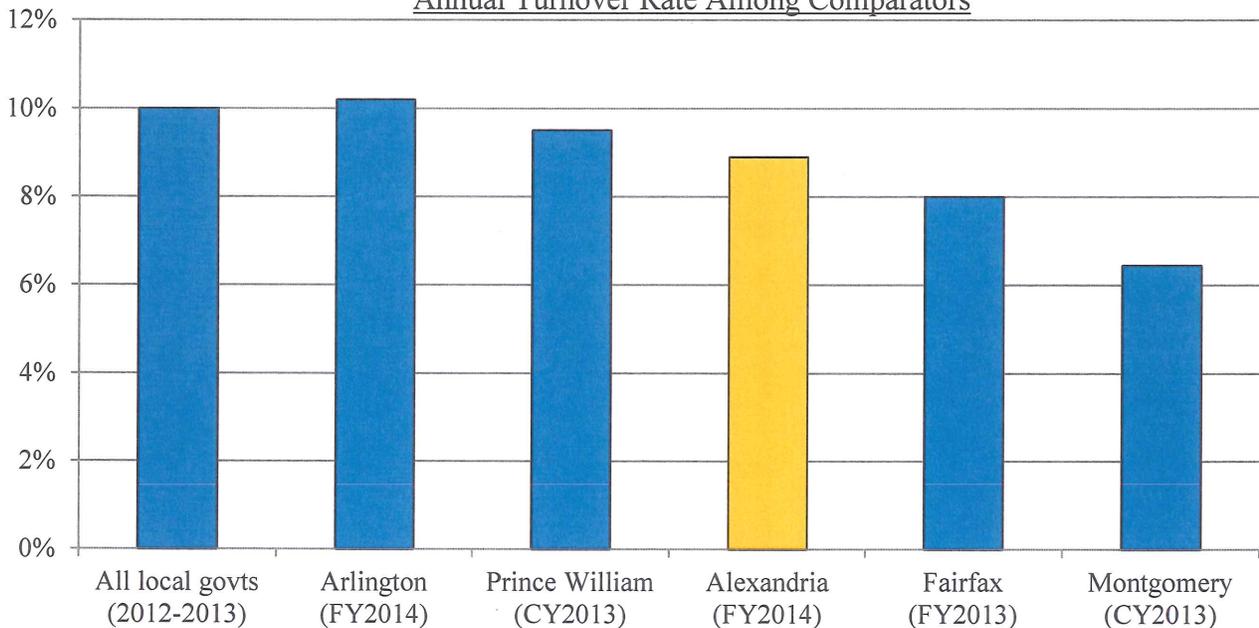


Analysis Period: 6/22/13-3/28/14

Turnover Among Comparators

Alexandria's annual turnover rate is very similar to rates of regional government comparators, and is below the national average for all local governments.

Annual Turnover Rate Among Comparators



Analysis Period: 6/22/13-3/28/14

Why Turnover Occurs

The City offers an optional exit interview to all employees at the time of separation, which allows these individuals to share reasons for leaving the City as well as to rate the City as an employer. Unfortunately just 28% of separating employees in the current analysis completed this survey, and as such our understanding of why turnover occurs is quite limited. Among those who did respond, limited opportunity for career advancement was the most common separation reason given.

Approved Recommendations

1. *Produce an analysis of position-level turnover:* Determine whether turnover is particularly high or low for individual positions. OPA and HR will produce this analysis.
2. *Implement methods for soliciting information from employees regarding job satisfaction and engagement:* Implement a survey or otherwise refine methods for better understanding factors contributing to voluntary employee turnover. OPA and HR will lead this effort.