



*Admission Turnover  
& Career Path*

**START YOUR STORY**



## Overview

- Turnover Data Review
- Plan to Reduce Turnover Risks
- Career Path Plan

9/16/2010

2



## Last 12-Month Turnover

- 24% Annualized Rate of Turnover
  - 7.5% higher than Fiscal 2009
  - Increased rate past three quarters
  - Stabilized in March
- Turnover Trends
  - Salary + Experience
  - Performance
  - Tenure + Experience

9/16/2010

3



## We Can't Afford This Rate

- March Adult Admission Reps = 282
  - Assume growth of 30% = 82 new hires to keep pace w/o turnover
  - At 30% Turnover = 192 new hires needed
- Conservative Cost of Turnover
  - 50% of annual salary for all employees
  - Plus lost productivity for Admission Reps

9/16/2010

4



## Turnover Demographics

### 68 Team Members Left Us

- 46% made less than \$39,999
- 47% male
- 41% tenure of 12 – 24 months
- 40% performance related
- 20% left to work at a competitor
- 76% left voluntarily
  - 32% made a less than thoughtful decision

9/16/2010

5



## Turnover & Salary

- 27% of team makes less than \$39,000
  - 46% of turnover is from this group
- 41% of team makes \$40,000 - \$44,000
  - 28% of turnover is from this group
- We Must Hire Experience That Warrants Higher Salary Levels

9/16/2010

6



## Turnover by Tenure

Tenure	% of Turnover	% of Team
0 - 6 Months	30%	27%
7 – 12 Months	19%	25%
13 – 24 Months	41%	26%
Over 24 Months	10%	23%

40% of All Turnover is Performance Related (CAN/PIP)

76% is Voluntary

0-6 month ramp

6-12 = 1<sup>st</sup> two starts

12+ = Performance Plans

9/16/2010

7



## Stage of Career is a Factor

Age Range	% of Turnover	% of Team	Last 6M Hires
Under 25	26%	14%	31%
25 – 29	34%	45%	47%
30 – 35	12%	25%	17%
Over 35	28%	16%	5%

Avoid being the starter job out of college  
Look for consistency in field  
Hold out for mature minded career seeker

9/16/2010

8





## No Future With Us?

- 20% Left us to join a competitor
- 5% Left us for more \$/Better Opportunity
- 19% Relocated

9/16/2010

9



## Three Buckets of Turns

1. Wrong Hire
2. Ineffective Training & Coaching
3. Lack of Opportunity & Career Path

9/16/2010

10



## Hire Better

- Raise Candidate Experience Expectations
  - Not be the starter job
  - 3-4 years professional/related experience
  - Experience warranting at least \$40,000
  - Job Shadow Component
  - Hiring Profile/Persona
- Focus on right hire not “saving money”
- Standardized Interview Evaluation Form
  - DOAs to complete prior to sending forward
  - CD, Vertical, and RVP to update through process

9/16/2010

11