

# Office of Recovery Services

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Employee Turnover Study

# ORS overview

Functional areas and budgeted full-time  
equivalents (FTEs)

FY23 personnel expenditure:  
\$27,433,009

**ORS total FTEs: 384**

**ORS administration: 8**

**Financial services: 26**

**Electronic technology: 22**

**Child support services: 285**

**Medicaid recovery/third party  
liability: 43**

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# Staffing levels FY2007-2023

Reduced staffing levels through the years have contributed to employee stress and burn-out

- FY07 data show we had an average of 527 positions staffed that year
- FY23 data show that number has decreased to 334
- ORS has approximately 36 current vacancies

# Positions with the highest turnover in FY2022

- Office specialist I– 12 positions
  - FY21- 51%
  - FY22- 35%
- Senior business analyst– 22 positions
  - FY21- 21%
  - FY22- 31%
- Collection agent—4 positions
  - FY21- 0%
  - FY21 internal movement – 155%
  - FY22- 257%
- Compliance agent I—55 positions
  - FY21- 39%
  - FY22- 46%
  - FY22 internal movement—14%

# Turnover costs: productivity loss

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Estimated productivity loss for the following positions due to turnover:

\$979,000 annually

## **Methodology for computations (conservative estimate):**

### **Lost productivity: managers (hiring and recruitment)**

Manager's avg. hourly rate X # of hours to complete recruitment and interview processes

### **Lost productivity: trainers**

Senior agent/manager avg. hourly rate X 480 hours  
(3 month training period)

### **Lost productivity: new employee**

Position hourly rate X 480 hours (3 month training period)

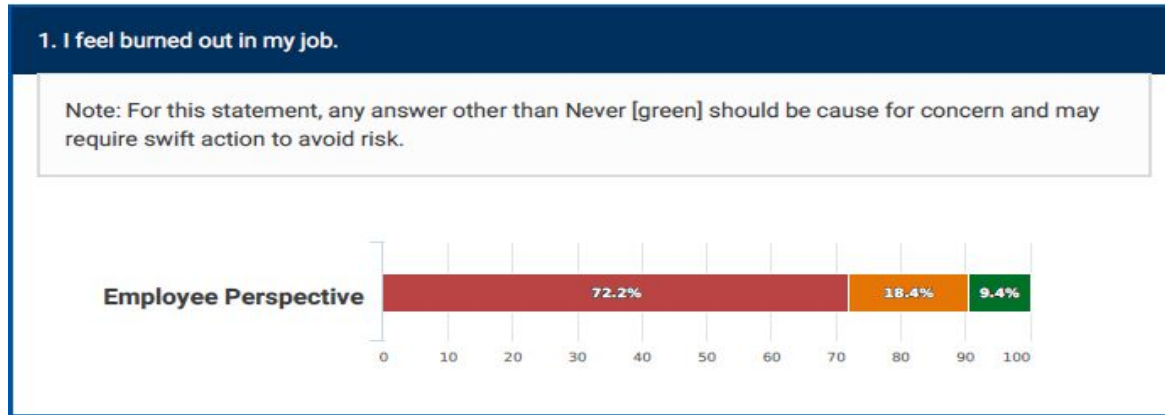
### **Overall computation:**

Total # of employees X turnover rate X costs = Total turnover costs

Based on DHRM exit survey results compiled for FY19 through FY23, the top two reasons employees leave are:

- Opportunity to increase wages/salary (29%)
- Stress of job (24%)

The Guarding Minds Survey that ORS staff completed earlier this year with about a 60% response rate reflects the high stress/burnout rates ORS staff are experiencing:



# Primary Reasons Employees Leave ORS

# ORS initiatives to address turnover

- Compensation growth plan
  - Telework opportunities
  - Workplace culture, morale and burn-out
  - ORSIS modernization
  - Training needs and opportunities
  - Focusing on our “why”
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# Thank you!

