THE UNIVERSITY OF NORTH CAROLINA SYSTEM

UNC SYSTEM EMPLOYEE TURNOVER METRICS
FOR FISCAL YEAR ENDING JUNE 30, 2019

Presented to the UNC Board of Governors
Committee on Personnel and Tenure
January, 2020

Introduction

- Since adoption of the UNC System Strategic Plan in 2017, the System Office has begun to collect several System-wide human capital metrics:
  - Employee engagement
  - Employee turnover
  - Professional development investments
  - Internal vs. external hiring trends
- We are entering the second cycle of an employee engagement survey and will have updated metrics from that instrument in late 2020
- We plan to bring the Committee additional metrics on professional development and internal vs. external hiring in March or April
- The most recent employee turnover data for the fiscal year ending June 30, 2019 is being presented today

Turnover Metrics

- **Types of Turnover**
  - *Voluntary Turnover:* **Employee choice to leave organization**
  - *Involuntary Turnover:* Management decision to end employment, including discharge, discontinuation of appointment, reduction-in-force
  - *Other Turnover:* Retirement, death, or inability to return to work for medical reasons

- **Topics for Further Review**
  - Overall, most institution turnover rates are within expected ranges
  - EHRA Non-faculty voluntary turnover is occurring at higher rates than SHRA voluntary turnover

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VOLUNTARY TURNOVER RATES - UNC SYSTEM-WIDE
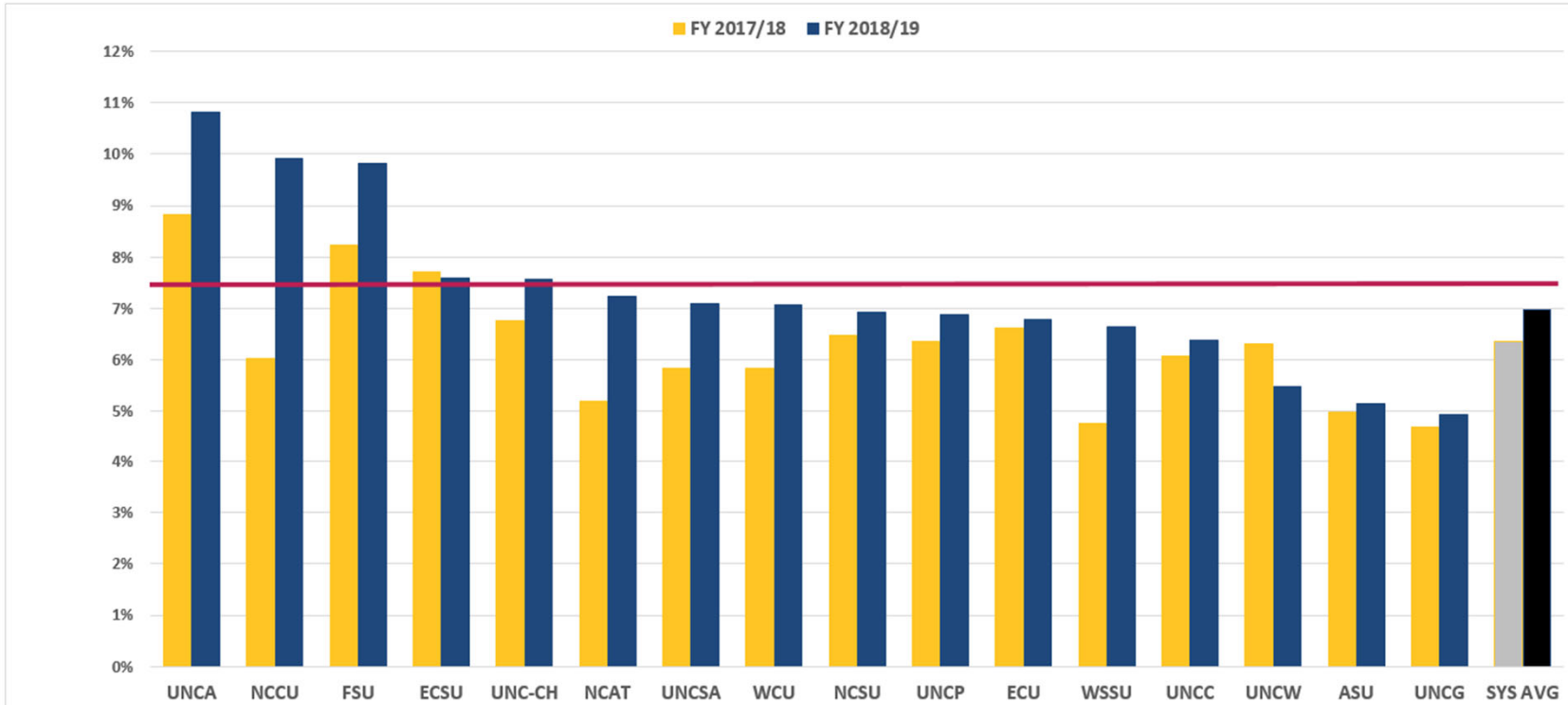
	UNCA	NCCU	FSU	ECSU	UNC-CH	NCAT	UNCSA	WCU	NCSU	UNCP	ECU	WSSU	UNCC	UNCW	ASU	UNCG	SYS AVG
FY 2017/18	8.8%	6.0%	8.2%	7.7%	6.8%	5.2%	5.8%	5.8%	6.5%	6.4%	6.6%	4.7%	6.1%	6.3%	5.0%	4.7%	6.4%
FY 2018/19	10.8%	9.9%	9.8%	7.6%	7.6%	7.2%	7.1%	7.1%	6.9%	6.9%	6.8%	6.6%	6.4%	5.5%	5.1%	4.9%	7.0%
PERCENT CHANGE	2.0%	3.9%	1.6%	-0.1%	0.8%	2.1%	1.3%	1.2%	0.5%	0.5%	0.2%	1.9%	0.3%	-0.8%	0.2%	0.3%	0.6%

Chart excludes rates for NCSSM (4.4%) and System Office (9.5%), which are not included in the CUPA Benchmark

FY 2018/19 VOLUNTARY TURNOVER AND ENGAGEMENT RESPONSES – UNC SYSTEM-WIDE

High Engagement High Turnover

High Engagement Low Turnover

NCSSM

WCU

NCSU UNCP UNCC

UNCG

UNCA

SYS OFC

UNC-CH

UNCSA

UNCW

ASU

FSU

NCAT

ECU

Engagement Benchmark Median Overall Positive Response Rate 61%

NCCU

WSSU

High Engagement High Turnover

ECSU

CUPA Benchmark Median Overall Voluntary Turnover Rate 7.5%

Low Engagement Low Turnover

ENGAGEMENT SURVEY AVERAGE POSITION RESPONSE

VOLUNTARY TURNOVER RATE

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From FY2017/18 to FY2018/19, Turnover: ● Increased ● About the Same ● Decreased

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