

Human Capital Indicator 8

HC 8: Proportion of health department employees leaving the agency

Why measure this?

A strong operational infrastructure is necessary in order to administer public health services efficiently and effectively to meet the needs of the population. By maintaining a strong organizational infrastructure, the health department can assess and improve its operations, staffing, and program support systems.¹

Determining the rate of turnover is critical for health department leaders in understanding how satisfied employees are with their job/the organization and assessing how often individuals leave the agency. It is costly to replace workers because of the productivity losses when someone leaves a job, the costs of hiring and training a new employee, and the slower productivity until the new employee gets up to speed in their new job.²

Measurement specifications: Number of health department staff who leave the state health agency divided by the total number of employees at the health department within a 12-month cycle.

Reporting Period: Annually

PHAB Alignment

8.2.1 A: Workforce development strategies

11.1.5 A: A human resources function

This indicator contributes to the PHAB measures as a well-defined and structured human resources system is important for any organization, providing the processes to hire, manage, evaluate, and improve performance of personnel.

Operational Definitions

Health department employees: Full or part-time staff at the health department (excludes contract staff).

Leaving agency: An employee leaving the health department because of termination, resignation, or retirement.

Annually: This indicator should be reported during a health department's 12-month cycle (i.e., calendar year, fiscal year, etc.).

Possible data sources: Health Department Human Resource database/records.

¹ PHAB (2011). Op Cit.

² Ibid