**Human Capital Indicator 8**

**HC 8: Proportion of health department employees leaving the agency**

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

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**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.

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² Ibid