

Turnover and Vacancy Rate Survey
for Direct Support Staff in
Montgomery County Agencies
Serving Families and persons with
Mental Retardation and Persons
with Mental Illness

Fiscal Year 2001-02

Report of Findings

Prepared for the Montgomery
County Association for Excellence
in Service (MAX)

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This report was prepared by:

Mark J. Bernstein
Mark One Communications
307 South Rolling Road
Springfield, PA 19064

610-639-3389
m.mjbernstein@verizon.net

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Executive Summary

A total of 26 agencies participated in a survey intended to collect and summarize baseline and follow-up data regarding turnover and vacancy rates in Montgomery County. Various indicators were examined related to recruitment and retention of Direct Support Staff (DSS).

Results showed that employees still with their agency as of 6/30/02 had an average tenure of 2 ½ years. Employees who left their agency during the last fiscal year stayed an average of 1 ½ years. More than one-third of all new employees who left in the last fiscal year did so within six months of being hired.

The overall average turnover rate was 34.3%. Over 30 % of the agencies reported turnover rates of over 40% and 15% reported rates of over 50%. In comparison with other data in this study, vacancy rates were less problematic, with an overall average of 12.8%. Higher wages were correlated with better recruitment and retention measures. Agencies that paid \$10.00/hour and higher showed dramatically lower turnover and vacancy rates.

Costs related to recruitment and retention, i.e., advertising and overtime were dramatically high, with total estimates exceeding \$366,000 over a 30-day period.

Several strategies for enhancing recruitment and retention were offered by agencies that participated in this survey. It is hoped that they will serve as the beginning of a dialogue and sharing of information in response to this critical workforce issue facing all agencies providing services to families and persons with mental retardation and persons with mental illness in Montgomery County.

Introduction

The staff turnover and vacancy rate survey summarized in this report was commissioned by the Montgomery County Association for Excellence in Service (MAX) as part of their Direct Service Worker Initiative Recruitment and Retention Plan. The stated purpose of this plan is to enhance “our ability to address the issues of recruitment and retention of direct service workers in programs serving families and persons with mental retardation and persons with mental illness.” Specifically, as pertaining to the project described in this report, the intent is to collect and summarize baseline and follow-up data regarding turnover and vacancy rates in member agencies throughout Montgomery County. The data in this report is for the period July 1, 2001 to June 30, 2002. A subsequent survey will be sent out next summer for the period July 1, 2002 to June 30, 2003.

Scope of the Problem

“The availability of a well-trained experienced and stable work force is the most critical factor in assuring that quality care and services are provided to individuals with disabilities in the community based system of services.”

The Illinois Institute on Public Policy for Persons with Disabilities

Due to the wide variety of job titles and responsibilities in the field of developmental disabilities, it is difficult to estimate the total number of direct support professionals working in our field in the United States. The Bureau of Labor Statistics, in 1996, put the number at over 2.1 million, but this is considered a low estimate. This number includes residential counselors, human services workers, recreational workers, psychiatric technicians, psychiatric aides, personal and home care aides, childcare workers and teachers’ aide paraprofessionals. We do know that, nationally, there are more than 300,000 full time equivalent residential positions in developmental disability services alone, and we know that each year, they leave their positions in droves.

Nationally, average turnover rates in private community residential settings range from 57% to 71% per year. Annually, an estimated 190,000 direct support staff in the United States leave their positions in residential settings alone.

In California, for the calendar year 1998, the overall turnover rate for direct support professionals in community care facilities for people with developmental disabilities was 48%

In Illinois, in 1997, the turnover rate for direct support professionals in community residential settings was 43%. In the same year, 8 out of 10 new direct support professionals hired left during their first year of employment.

In Montana, the average turnover among all direct service professionals during the year 2000 was 81%.

Finally, in Minnesota, a landmark study of 110 small group homes, conducted in 1997, found a 46% turnover rate for direct support professionals and 27% for supervisors; among the direct support professionals who left the home during a 12 month period, 45% left within six months of hire and another 23% left between six and twelve months after hire.

Closer to home, in Montgomery County, turnover rates of 30 to 50% and vacancy rates of 20-50% have been recently reported in the Montgomery County Mental Retardation Annual Plan and Budget.

Compounding the problem is the fact that there is not a readily available pool of individuals waiting to step into positions vacated by these fleeing masses. So the problem of staff leaving leads to the problem of recruiting new staff. Labor market trends indicate that the number of positions in the human service support category is expected to increase dramatically over the next decade. The Bureau of Labor Statistics projects a 136% increase in the number of human service workers and a 120% increase in personal and home health aides by 2005. For every ten newly created jobs in the United States, eight are projected to be service-oriented.

Historically, the segment of the population that has worked in our field is women between the ages of 18-34 with limited education beyond high school. However, the proportion of the U.S.

population in this age range is expected to drop by 19% by 2005. If you broaden the age range to women between the ages of 18 and 44, you still see a drop in the proportion of this population by 5% by the year 2005.

The combination of high turnover rates, high vacancy rates, a greater demand for employees and a decline in the availability of traditional workers adds up to a crisis of epidemic proportions in the field of developmental disabilities.

What's At Stake?

Agencies and the people who work for them and are served by them face many negative consequences as a result of the recruitment and retention crisis.

1. Negative impact on the quality of life of people with disabilities

Individuals with disabilities learn more skills and are generally happier when the same people care for them over an extended period of time. In addition, it inhibits the progression of self-determination and many of the goals that people with developmental disabilities have, such as full inclusion and citizenship in their communities, will not be realized.

2. Increased risk to the health and safety of people with disabilities

It can be argued that turnover in programs is correlated with an increase in number of incidents of abuse and neglect toward and by people with disabilities. This is caused by:

- ❑ Increased frustration of people with disabilities and a need to vent frustrations and/or seek attention through aggressive behavior toward themselves and others.
- ❑ Lack of familiarity with people with disabilities on the part of professionals resulting in an inability to read signs or understand communication patterns that might indicate abuse.
- ❑ Lack of experience among untrained or unsupervised staff in handling situations that might result in abuse or neglect.

3. Decreased productivity and satisfaction among direct support professionals

This can be due to lack of quality communication, inability to establish positive working relationships with one another, increased job stress and potential burnout.

4. Increased costs to the organization

In 1993, the estimated cost of recruiting, orienting, training and supervising replacement staff in residential settings alone was estimated at \$80-100 million dollars annually.

Methodology

In July 2002, the Direct Service Staff Turnover and Vacancy Rate sheet was sent to 47 agencies that provide services to persons with mental retardation and mental illness in Montgomery County. A list of participating agencies is included as Attachment 1. The worksheet (Attachment 2) was developed by the Research and Training Center on Community Living at the University of Minnesota. Minor changes in wording were made for increased clarification and for greater appropriateness to the target audience.

An accompanying letter (Attachment 3) introducing the worksheet was sent by Eric Goldstein, Administrator, Montgomery County Mental Health/Mental Retardation/Drug and Alcohol Programs. While the letter encouraged all providers to participate in the survey, it stated that providers who had accepted dollars under the Direct Service Worker Initiative were required to comply and submit data for their agency.

Providers were also informed that all submissions would be kept confidential, that data would be reported in aggregate form, and that, while the list of participating agencies would be included in the final report, specific data would not be attributed to individual agencies. To ensure confidentiality, each agency was assigned an identification number for tracking purposes only.

In response to questions and requests for clarification from agency representatives, a follow-up letter was e-mailed or otherwise sent to participating agencies in early August (Attachment 4).

A total of 29 agencies responded to the request for a response rate of 61.7%. Three responding agencies, however, indicated that the survey was not applicable to their organizations due to the nature of their services or workforce. The total number of agencies represented in this study, therefore, is 26.

The study focuses primarily on turnover and vacancy rates for direct support staff (DSS). These are employees whose primary job responsibility is to provide support, training, supervision, and personal assistance to people supported by the agency. At least 50% of the direct support staff's

hours must be spent in direct support tasks. Front Line Supervisors (FLS) are those whose primary responsibility is the supervision of direct support staff and who spend less than 50% of their hours in direct support roles.

Turnover and vacancy rates were calculated for five distinct areas, including,

- a. Average tenure of current (as of June 30, 2002) direct support staff (stayers), calculated in months, i.e., the average length of stay for those employees still with the agency.
- b. Average tenure of direct support staff who left during fiscal year 2001-02 (leavers), calculated in months, i.e., the average length of stay for those employees who left during the fiscal year.
- c. Percent of direct support staff who left during fiscal year 2001-02 and had less than six months tenure.
- d. Crude separation or turnover rate, calculated in percentage form, i.e., the total number of direct support staff who left during the fiscal year divided by the total number of positions in the agency as of June 30, 2002.
- e. Vacancy rate, calculated in percentage form, i.e., the total number of vacant direct support staff positions in the agency as of June 30, 2002 divided by the total number of direct support staff positions in the agency as of June 30, 2002.

The body of this report is divided into five sections:

- o Agency demographic data
- o Retention, turnover and vacancy data
- o Wages and other financial data
- o Changes in recruitment, retention or training outcomes as reported by agencies
- o Summary and implications

Agency Demographic Data

The agencies represented in this study varied widely in size and type of service delivery. The total number of individuals with disabilities served by participating agencies was 3,908. They ranged from two individuals served in one agency to 721 in another.

Agencies reported a total of 237 agency-based sites (community homes and centers), 164 home-based sites (in-home supports) and 164 job sites (community employment, enclaves, etc.).

77% of the participating agencies provide agency-based services, 31% provide home-based services, and 23 % provide job related services. 38% of the agencies in this study provide services in at least two of these categories and only one participating agency provides services in all three categories.

Agencies reported a total of 1,253 direct support workers, 154 first line supervisors, and 163 administrators/managers. In percentages, 80% of the employees reported by participating agencies are direct support workers, 10% are first line supervisors and 10% are administrators/managers.

Retention, Turnover and Vacancy Data

In this section, the overall average was calculated for all participating agencies. In addition, the range was reported, i.e., highest and lowest reported numbers. For greater comparison, averages were also calculated for agencies across three categories: agencies with one to 25 direct support staff positions (12 agencies); agencies with 25 to 50 direct support staff positions (7 agencies); and agencies with 50 or more direct support staff positions (7 agencies). Results, in table form, are as follows:

Average Tenure of Stayers (in months) (n=26)

Overall	Range	Agencies with 1-25 DSS	Agencies with 25-50 DSS	Agencies with 50+ DSS
29.8	6.75-59.7	26	28.8	37.1

Average Tenure of Leavers (in months) (n=25)

Overall	Range	Agencies with 1-25 DSS	Agencies with 25-50 DSS	Agencies with 50+ DSS
18.7	.70-38.6	15.5	22.7	19.5

Percent of Leavers with Less Than Six Months Tenure (n=25)

Overall	Range	Agencies with 1-25 DSS	Agencies with 25-50 DSS	Agencies with 50+ DSS
36.7%	0%-100%	30.6%	36.8%	46.4%

Turnover Rate (n=26)

Overall	Range	Agencies with 1-25 DSS	Agencies with 25-50 DSS	Agencies with 50+ DSS
34.3%	0%-128.6%	30%	38.8%	37.4%

Vacancy Rate (n=26)

Overall	Range	Agencies with 1-25 DSS	Agencies with 25-50 DSS	Agencies with 50+ DSS
12.8%	0%-48%	8.6%	8.7%	19.1%

Discussion

Overall, employees who were with their agencies as of June 30, 2002 had an average tenure of nearly 2 ½ years. 50 % of the participating agencies had average tenures over 3 years. The average tenure increased with the size of the agency. Agencies with between one and 25 DSS averaged a little over two years while agencies with 50 DSS and more had averages of slightly more than three years. One explanation for this trend might be the opportunity for employees in larger agencies to move up within the organization.

The average length of stay for those DSS who left during the fiscal year was approximately 1-½ years, with only 30.1% of the agencies reporting tenures of over two years. There was less variation by size of agency for this indicator. Of those DSS who left during the last fiscal year, more than one-third (36.7%) left with less than six months tenure. The highest percentage of leavers in this category occurred in agencies with 50 or more DSS. In these agencies, nearly half of the employees who left were with the agency for less than six months. With so many new recruits entering the larger agencies, it is logical that, for many, the job match will not be a good fit.

The overall turnover rate for agencies in this study was 34.3%, which is consistent with previous calculations in Montgomery County. More alarming is the fact that over 30% of the agencies reported turnover rates of over 40% and 15% of the agencies reported turnover rates of over 50%. The lowest percentage of turnover occurred in agencies with between one and 25 DSS (30%) as compared with 38.8% and 37.4% in the other two categories.

Finally, the overall vacancy rate as of June 30, 2002 was 12.8%. Only 11.5% of the agencies reported vacancy rates of over 25%, suggesting that this was not a critical issue in comparison with the other indicators. As expected, the agencies with the most positions (50 and over) had the highest vacancy rate (19.1%).

Wages and Other Financial Data

In this section, total averages and ranges were calculated for average starting wage, average wage and average highest current wage for both direct support staff and first line supervisors. In addition, expenses related to advertising and overtime were analyzed. Results are as follows:

Wages (per hour) for Direct Support Staff

Average Starting Wage	Average Wage	Average Highest Current Wage
\$9.27	\$10.26	\$13.40
Range	Range	Range
\$6.50-\$14.29	\$7.85-\$15.00	\$9.00-\$22.34

Wages (per hour) for First Line Supervisors

Average Starting Wage	Average Wage	Average Highest Current Wage
\$12.80	\$14.50	\$16.30
Range	Range	Range
\$9.74-\$16.61	\$9.74-\$21.75	\$9.74-\$25.14

Advertising Expenses

Agencies were asked to estimate total expenses for advertising related to recruitment for the last 30 days of the fiscal year. The average of all participating agencies was \$707.27. For those agencies that reported a dollar figure (60% of the total number of agencies), the average expense was \$1187.78.

Hours and Percentage of Overtime Paid

Agencies were asked to estimate overtime paid over the last 30 days of the fiscal year. Four agencies, reporting in dollar figures, totaled \$158,217. 20 agencies reported a total of 20,248 hours. Using the average DSS wage calculated for this study, it is estimated that, conservatively, these 20 agencies reported a total of \$207,739 in overtime paid. Therefore, the total amount of dollars paid in overtime over the last 30 days of the fiscal year for these participating agencies is estimated at \$365,956.

The average percentage of budget for overtime paid over the last 30 days of the fiscal year was 6.2%. This ranged from a low of .025% to a high of 36.23%.

Curtailment of Services

In response to the following question, *As a result of workforce shortages, has your agency been forced to curtail services to prospective consumers?*, eight agencies, or approximately 30% answered “yes.” No additional comments were offered related to this specific question.

Discussion

Most evident in analyzing the data in this section is the wide range of average hourly wages across the participating agencies. Since First Line Supervisors may have a variety of responsibilities depending on the agency, the discrepancy in wages in this category is more understandable. Among Direct Support Workers, however, where responsibilities would appear to be more similar, the differences in starting, average and highest current wage is startling.

In an effort to determine if higher salaries have an impact on recruitment and retention, various indicators were analyzed across agencies according to their rate of pay. Agencies were grouped into two categories: those reporting average wages for DSS below \$10.00/hour (11 agencies) and those reporting average wages for DSS above \$10.00/hr (15 agencies). These two groups were then compared against the recruitment and retention indicators reported earlier in this study. Results are shown in table form below:

Indicator	Agencies Reporting Average DSS Wages <u>Below</u> \$10.00/hr	Agencies Reporting Average DSS Wages <u>Above</u> \$10.00/hr
Average Tenure of Stayers	36.5 months	28.8 months
Average Tenure of Leavers	18.7 months	18.6 months
Percent of Leavers with Less than Six Months Tenure	47.2%	28.5%
Turnover Rate	45.6%	26%
Vacancy Rate	19.82%	8.2%

The data shows little difference in the tenure of those who stay and leave the organization by average wage paid. Indeed, agencies reporting average wages above \$10.00/hour averaged a shorter length of stay for those DSS currently with the agency. However, for all other indicators, the percentage difference appears to be significant. Agencies reporting average DSS wages above \$10.00/hour had lower average turnover rates, lower average vacancy rates, and lower average percentage of DSS who left the agency with less than six months tenure. This data suggests that higher wages may be directly related to greater stability within the agency.

Data related to advertising and overtime expenses suggests that agencies are spending an inordinate amount of dollars directly related to recruitment and retention issues. It is logical to assume that enhancement of recruitment and retention strategies will free up a significant amount of dollars, which can, in turn, be used to support the recruitment and retention initiative.

Changes in Recruitment, Retention or Training Outcomes

Agencies described several factors that negatively influenced recruitment and retention, including high turnover of new employees during the start-up of a new community home, decrease in program census, and increased reliance on temporary staff agencies, resulting in higher costs and more instability in service coordination.

A large number of factors, or strategies, that positively influenced recruitment and retention were cited. They included:

- New employee referral bonus programs.
- Advertising on the web (Monster.com, for example) and in community locations such as libraries and churches.
- Recruitment via CareerLink, MAX recruiter and at job fairs.
- Focus on recruiting older women who are re-entering the workforce.
- Redesign of new employee orientation to be more people focused and to include additional topics that better prepare staff for the work ahead.
- Commitment of the Board to raise staff salaries a certain percentage each year.
- Enhancement of overall pay scale
- Implementation of night and weekend pay differential for residential programs.
- Flexible work schedule.
- Availability of “flex time” and the opportunity to “turn in” vacation and sick time.
- Maintained zero co-payment health insurance for employees.
- Longevity bonuses.
- Recognition of employees for years of service via newsletters, announcements and gifts.
- Annual staff recognition luncheons.
- Initiation of tuition reimbursement program.
- Valuing employees through listening and providing positive feedback.
- Visibility of Program Directors on-site to work and provide additional support.
- Hiring of a training director to revamp the training department and offer regular training sessions.
- Provision of training that is diverse and includes subjects that employees choose as well.

Summary and Implications

The purpose of this report was to summarize the data gathered by agencies in Montgomery County related to recruitment and retention indicators. A total of 26 agencies participated in the survey representing a variety of services, including community homes, center-based services, in-home supports and job-related services.

Among the most significant findings were:

- ❑ Overall, the average length of stay for direct support staff (DSS) still with the agency as of June 30, 2002 was 29.8 months. Agencies with larger numbers of DSS showed higher average lengths of stay.
- ❑ Overall, the average length of stay for DSS who left during the last fiscal year was 18.7 months. There appeared no significant difference in length of stay by size of the agency for this indicator.
- ❑ Overall, the percent of DSS who left during the last fiscal year with less than six months tenure was 36.7%. Agencies with larger numbers of DSS showed higher percentages of leavers with less than six months tenure.
- ❑ The overall turnover rate for all participating agencies was 34.3%. Agencies with 25 or more DSS tended to have higher turnover rates. Over 30% of the agencies reported turnover rates of over 40% and 15% of the agencies reported turnover rates of over 50%.
- ❑ The overall vacancy rate was 12.8%. Agencies with 50 or more DSS showed an average vacancy rate of more than twice the amount compared with agencies with fewer than 50 DSS. However, only 11.5 % of the agencies reported vacancy rates of over 25%, suggesting that this was not a critical issue in comparison with the other indicators.
- ❑ The average starting wage for DSS was \$9.27/hour, the average wage was \$10.26/hour and the average highest current wage was \$13.40/hour. There was a wide range of wages reported across the participating agencies.
- ❑ The average starting wage for First Line Supervisors (FLS) was \$12.80/hour, the average wage was \$14.50/hour and the average highest current wage was \$16.30/hour. There was also a wide range of wages reported across the participating agencies.

- ❑ Agencies reporting average wages for DSS above \$10.00/hour had lower average turnover rates, lower average vacancy rates and lower average percentage of DSS who left the agency with less than six months tenure.
- ❑ The average cost of advertising over the last 30 days of the fiscal year was \$707.27. Those agencies reporting a dollar figure totaled \$1,187.78 in advertising expenses.
- ❑ The total estimated amount of dollars paid in overtime over the last 30 days of the fiscal year was \$365, 956. The average percentage of budget for overtime paid over the last 30 days of the fiscal year was 6.2%.

The data in this report suggests that if a Direct Support Worker stays longer than six months in an organization, there is a good chance that he/she will stay considerably longer. Indeed, the average tenure of stayers is 2 ½ years, suggesting the possibility of good stability in the workforce. The initial six-month period is critical, however, since the data shows that more than one third of new employees leave within this time frame. The overall turnover rate of 34.3% is consistent with rates reported elsewhere. Most alarming, however, is the high number of agencies with turnover rates of 40% and upward. Vacancies in positions, based on the data in this survey, is apparently less problematic than turnover, suggesting that recruitment efforts are bringing people in, but the quality of the “fit” may not be right and thus, new employees are exiting quickly.

The data also shows a correlation between higher wages paid and relatively lower turnover and vacancy rates, suggesting that salaries may have an impact on recruitment and retention levels. However, the importance of non-monetary strategies, as listed by agencies elsewhere in this report, cannot be understated in contributing to a stable workforce.

Adding to the recruitment and retention turmoil is the dramatically high cost of advertising and overtime. Based on the reported data in this survey, overtime over a twelve-month period would exceed 4.1 million dollars across all participating agencies. Clearly, these are dollars that could be put back into the “system” to increase salaries and provide other incentives to enhance recruitment and retention.

Unfortunately, the design of the survey prevented an analysis of recruitment and retention indicators by type of service delivery. It is suggested that the follow-up survey for fiscal year 2002-03 include a more detailed breakdown of services in order to assess differences in indicators by, for example, residential vs. day services. In addition, initial confusion over the definition of the various indicators delayed the receipt of agency data, necessitating a clarification letter and, in some cases, a reworking of the numbers.

Clearly, the issues involved in recruitment and retention remain critical and deserve the attention of all agencies in the field. The continued sharing of information and ideas and the documentation of success through studies such as this one will enable organizations to refine their operations and focus on “best practices.”

The effort is, of course, a worthwhile one. The quality of life of people with disabilities is at stake. There is no nobler cause.

Attachment 1

List of Participating Agencies

Access Services
ALTEC
Bon Homie, Ltd.
Brothers of Charity
COMHAR
Community Integrated Services
Developmental Enterprises Corporation
Gateway Employment Resources, Inc.
Goodwill Employment Services
Growth Horizons, Inc.
HAP, Inc.
Helping Hands, Inc.
Indian Creek Foundation
J/Chai
JEVS
Ken-Crest Services
LifePath, Inc.
Lynch Community Homes, Inc.
Mental Health Association of Southeastern Pennsylvania
Northwestern Human Services
Peaceful Living
Penn Foundation
Quality Management Associates
Residential Service System (Resources for Human Development)
Salisbury House
Step-By-Step, Inc.

Direct Support Staff Workforce Status and Outcomes: Fiscal Year: 2001-02

Please fill in the blanks for your agency focusing only on direct service staff (DSS) positions.
See definitions on page 2. "Fiscal year" refers to the period of July 1, 2001 – June 30, 2002.

1) Average Tenure of current Direct Support Staff (Stayers)

Formula:
$$\frac{\text{Sum of the months worked by all current DSS in agency as of June 30, 2002}}{\text{Total number of DSS employed by agency as of June 30, 2002}}$$

Please fill in:
$$\frac{\boxed{} \text{ Sum of months}}{\boxed{} \text{ Total \# of DSS Stayers}} = \boxed{} \text{ Months}$$

2) Average Tenure of Direct Support Staff who left in last fiscal year (Leavers)

Formula:
$$\frac{\text{Sum of the months worked by all DSS who were employed in the fiscal year and resigned before June 30, 2002}}{\text{Total number of DSS who were employed in the fiscal year and resigned before June 30, 2002}}$$

Please fill in:
$$\frac{\boxed{} \text{ Sum of months}}{\boxed{} \text{ Total \# of DSS Leavers}} = \boxed{} \text{ Months}$$

3) Percent of Direct Support Staff Leavers with less than 6 months tenure

Formula:
$$\frac{\text{Total number of DSS who were employed in the fiscal year and left before working 6 months}}{\text{Total number of DSS who were employed in the fiscal year and resigned before June 30, 2002}} \times 100$$

Please fill in:
$$\frac{\boxed{} \text{ Total \# of DSS worked < 6 months}}{\boxed{} \text{ Total \# of DSS who left}} \times 100 = \boxed{} \%$$

4) Crude separation rate for Direct Support Staff (turnover)

Formula:
$$\frac{\text{Total number of DSS who left in the fiscal year}}{\text{Total number of DSS positions in the agency as of June 30, 2002}} \times 100$$

Please fill in:
$$\frac{\boxed{} \text{ Total \# of DSS who left}}{\boxed{} \text{ Total \# of staff members as of June 30, 2002} + \boxed{} \text{ vacant positions}} \times 100 = \boxed{} \%$$

5) Vacancy Rate for Direct Support Staff

Formula:
$$\frac{\text{Total number of vacant DSS positions as of June 30, 2002}}{\text{Total number of DSS positions in the agency as of June 30, 2002}} \times 100$$

Please fill in:
$$\frac{\boxed{} \text{ \# of vacant positions}}{\boxed{} \text{ Total \# of staff members as of June 30, 2002} + \boxed{} \text{ vacant positions}} \times 100 = \boxed{} \%$$