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UNIVERSITY OF WINDSOR

School of Social Work

Field Workers and Turnover

A Descriptive Analysis of Turnover and Selected
Characteristics of Field Workers in the Family
Benefits Branch of the Ontario Ministry
of Community and Social Services

by

Edward F. Dolan, B.S.W.

Melville W. Anthony, B.S.W.

A research project submitted to the School of
Social Work of the University of Windsor in
partial fulfillment of the requirements for
the degree of Master of Social Work

July, 1975

Windsor, ONTARIO, CANADA

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ABSTRACT

Our study focussed upon turnover among field workers of the Family Benefits Branch of the Ontario Ministry of Community and Social Services. To provide a benchmark, the authors conducted a review of the literature which indicated that turnover in public welfare organizations is often as high as forty percent of field staff annually. Our study disclosed that field worker turnover, although exceptionally low compared to levels indicated by the literature, increased rapidly over the three year period studied.

Turnover was considered important primarily because of its effect on personnel management. These effects included loss of financial and human investment, increased workloads, recruiting problems and reduced morale among workers.

A comparison of two systematically selected samples of field workers, seventy-five who left the Ministry and seventy-five who remained, showed notable differences between the two groups. It was found that those who contributed to turnover tended to be younger at time of employment, had shorter tenures and were better educated than those workers who remained with the Ministry.

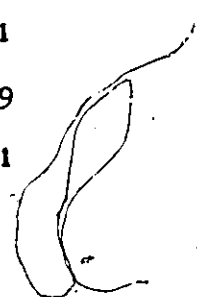
Reasons for termination of employment and recommendations for future employment with the Ministry were also studied. About thirty percent of the turnover group gave "better paying position" as their stated reason for termination. Also, 88 percent of the turnover group were recommended for future employment with the Ministry.

The major recommendations of this study were that the Ministry, if it is concerned about its growing rate of turnover, should:

1. Reduce the number of young well educated persons hired as field workers, and
2. Attempt to determine whether or not job dissatisfaction is a major factor contributing to turnover.

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CHAPTER I

INTRODUCTION

Purpose of Study

The general purpose of this study was to study the turnover of field workers employed by the Family Benefits Branch of the Ontario Ministry of Community and Social Services (hereafter, Ministry). This purpose will be made more specific in order to meet the requirements of the research design as outlined in Chapter III.

Scope of Study

Some areas that were considered as possible foci for the study were 1) the effects of worker turnover on clients, 2) the effects of turnover on field worker morale, and 3) the effects of turnover on personnel management. The first of these, i.e., the effect of turnover on clients, was rejected because at least one major study (Pomeroy, Yahr, and Podell, 1966)* had given conclusive evidence that

*Richard Pomeroy was the Project Director in the Centre for the Study of Urban Problems, New York City. Harold Yahr, Ph.D., taught Sociology at the American University, Washington, D.C. Lawrence Podell is a sociologist who taught in the graduate division of the Baruch College, the City University of New York, and was Research Director of the New York City Department of Welfare, in which the study was conducted.

turnover had relatively little effect on service delivery in a large, urban public welfare agency.

The second possible focus, the effect of turnover on field worker morale, was deemed to have demanded data collection instruments which were much too complex and time-consuming for a study of this nature.

Having rejected the first two possibilities, the authors decided to delimit and focus the study on the administrative implications of turnover, particularly its implications for personnel management. This approach involved a specific focus on a description and analysis of field workers in terms of nine variables that seemed relevant to staff turnover and pertinent to personnel management: age, sex, marital status, length of employment, type of education, years of education, geographic location of employment, reasons for terminating employment and supervisors' recommendation for future employment within the Ministry. Another specific focus was the determination of the implications of the study's findings for personnel policy within the Ministry.

A decision had to be made with respect to a definition of turnover. Webster's Third New International

Dictionary (Unabridged) defined turnover as

...a movement of...people into, through, and out of a place considered all as a single process...the number of persons hired within a period [of time] to replace those leaving or dropped from a working force; also: the ratio of this number to the number in the average force maintained (p. 2469).

This definition was considered too general. Therefore, it was decided that any movement of field workers within the Ministry (i.e., movement to other branches of the Ministry or movement to a supervisory position within the same branch) would be excluded from the definition of turnover. The reason for this exclusion was that such movement of field workers represents no loss of investment to the Ministry's administration, and has no negative significance in relation to personnel management, since such movement is planned. Therefore, turnover was defined as movement out of the Ministry through termination of employment.

Another decision had to be made with respect to the choice of a representative sample of the population for the study. The field workers of the Family Benefits Branch were chosen for two reasons:

1. Field workers (until April 1, 1974)* represented the largest group of employees within the Ministry.
2. Consequently, the cost of employee turnover among these employees was expected to be greater than for any other branch of the Ministry.

Importance of the Study

The importance of studying turnover lies in its

*On April 1, 1974, approximately 8,000 employees in retardation services were transferred from the Ministry of Health to the Ministry of Community and Social Services.

potential effects on the cost of supplying services to clients. Samuel P. Bauer (1973), who was the director of the Cuyahoga County Welfare Department, Cleveland, Ohio, stated that:

...the only valid function of a welfare department is to deliver services to clients in the most efficient way possible and at the lowest administrative cost (p. 42).

Although Mr. Bauer was discussing welfare agency automation rather than employee turnover, the statement was seen as relevant to the study because of the assumed cost factor represented by turnover. The direct and indirect costs of turnover were seen both in terms of financial and human investment. Termination of employment by a worker is assumed to be a loss of investment made in training that person for the position he or she holds. It was seen as escalating the cost of recruiting, since those who leave have to be replaced. Furthermore, turnover increases the workload of supervisors, who must transfer to other workers the caseloads of workers who leave. It was also assumed that turnover has a negative effect on the morale of workers who remain, because the number of clients per caseload increased sharply as a result of turnover. Ultimately, a new worker is hired. But, until a replacement is found and prepared to take on a full caseload, other workers and their supervisors have to do the work of the workers who have departed.

Concern about increased workloads, recruiting

problems and worker morale was expressed in informal discussions with field workers and in the Study Report on Field Services. Donald H. Gardner (1973), a member of the Task Force on Community and Social Services, stated that

...the present system was basically unhealthy, causing turnover of staff that put a constant burden on supervisors and managers (p. 9).

He added that "good staff do not stay with the Ministry (p. 26)."

The Family Benefits Programme

It was considered advisable, at this point of the introduction, to familiarize the reader with the Ministry's Family Benefits Programme, within which this study took place.

In 1967, the Federal government and the ten Provincial governments co-operated in the formulation of the Canada Assistance Plan, which provides Federal-Provincial cost-sharing for comprehensive welfare programmes administered by the governments of each province. The government of Ontario developed its Family Benefits Programme at this time. The programme had a single administration, one means test and one set of regulations and eligibility requirements. Many of the programmes which were in existence prior to 1967 were incorporated into the Family Benefits Programme.

The programme has grown immensely since its inception. There are now fifty-eight Regional Offices of the

Ministry throughout the province (Ministry of Community and Social Services, 1974, pp. 31-32). Each office has a number of Family Benefits workers.

Family Benefits are allowances paid by the Ontario government to residents of the province through the Ministry. Any person living in Ontario who is in financial need and who meets eligibility requirements may receive Family Benefits. Financial need and eligibility are defined in the Family Benefits legislation, and are determined by the evaluation of the applicant's assets, income and expenses.

Assets are considered to be the value of all cash and all possessions that are easily liquifiable. Essentials, such as homes, furnishings, etc., are exempt from the evaluation. A person with no dependents, who has less than one thousand dollars in liquid assets, may still be considered for an allowance. Persons with dependents are allowed more liquid assets. A sliding scale is used to determine the exact allowable value of assets for a family.

Income is considered to be any earnings, pensions, large gifts, incoming rent, etc. Some types of income are fully taken into account, while other types are only partially considered in evaluation of eligibility.

The amount of an allowance is determined, in part, by calculating expenses in three major cost areas:

1. food, clothes, supplies, personal needs and utilities
2. rent, mortgage payments, taxes, fire insurance, main-

tenance and repairs

3. special needs, e.g., transportation for the disabled

The amount of the Family Benefits monthly allowance is determined by the following formula: total expenses minus total income. "The maximum allowance is \$380.00 for a family of four or less... plus \$20.00 for each additional dependent (Ontario Ministry of Community and Social Services, 1974, p. 18)." Family allowances are paid on a monthly basis. Other expenses incurred by recipients of an allowance, particularly expenses such as Ontario Medical Insurance Plan payments and necessary prescription drugs, are also paid for under the allowance and in addition to the amount recipients receive for other expenses.

Mothers of dependent children with no means of support, foster parents (other than those receiving payments from a Children's Aid Society or government agency), the blind and the disabled, the medically unemployable and the elderly may be eligible for Family Benefits. Proof of an applicant's status is required by the Director of Family Benefits (hereafter, Director). Eligibility is determined by the Director and his staff, who base their decisions upon the forms completed at the time of application. Field workers in the local offices do not decide eligibility or degree of need, but only report to the Director.

The Role of the Field Worker

If one had to describe the role of the field worker in just one word, that word would have to be "clerical". The field worker interviews new applicants both in the Ministry's regional office and in the applicant's home. The field worker is expected to occasionally visit his clients to evaluate continuing need for the allowances they receive.

There are five major facets to the job performed by the field worker. First, he helps applicants for Family Benefits complete their application forms. Second, he verifies statements made by applicants, particularly in regard to assets, income and expenses. Third, the field worker refers applicants to other community agencies and services when such action is deemed necessary or appropriate. General Welfare Assistance from municipalities is often required by applicants while their cases are reviewed for Family Benefits. Applicants routinely wait from ten to twelve weeks for their applications to be processed. Fourth, the field worker compiles the various forms which are completed by the applicants and forms which he completes himself. The information is forwarded to the office of the Director of Family Benefits for a decision. The Director, not the field worker who makes the report, rules on eligibility, determines the degree of financial need and sets the amount of the allowance if an allowance is to be granted.

Fifth, the field worker is responsible for the continual assessment of the Family Benefits allowance recipients with respect to changes in circumstances that might affect their eligibility or the amount of their allowance. Clients are bound, by law, to report any changes in circumstances to their field worker. Such changes in circumstances may be changes in marital status, number of dependents or address. The field worker does not act directly on reported changes, but forwards such information to the Director. Part of the continual assessment of those receiving allowances involves investigating complaints made to the Ministry concerning persons abusing the welfare system. Again, information gathered by the field worker is forwarded to the Director who, in turn, takes appropriate action.

The field worker, then, is an information-gatherer and an investigator, and has no direct power in determining the outcome of his clients' attempts to obtain, retain, increase, or avoid decreases of allowance payments.

Summary

In this chapter, the purpose, scope and importance of the study were stated. The purpose was to study turnover among field workers in the Family Benefits Branch of the Ontario Ministry of Community and Social Services. Its scope was delimited to its implications for personnel management. The importance of the study was the potential effects of turnover on the cost of supplying services to

clients. The chapter concluded with a brief description of the Family Benefits Programme, within which the study took place, and an explanation of the role of the field worker, whose function is primarily clerical and who has no influence on decisions made by the Director of Family Benefits with respect to Family Benefits clients.

CHAPTER II

REVIEW OF LITERATURE

The purpose of this chapter is two-fold.

First, it is important to briefly outline the procedure used to locate books, journals and other information pertinent to the study, in order to familiarize the reader with the sources of information on turnover.

The chapter's main purpose is to discuss the literature itself. This discussion is designed to deal separately with three major areas of employee turnover: cost of turnover, extent of turnover and reasons for termination of employment.

Procedure

The review of the literature for this study initially focussed on material from the social work profession.

The Abstracts For Social Workers, published by the National Association of Social Workers, was consulted. This publication presents brief reviews of articles from over 190 journals which relate to social work, economics, psychology, sociology and other fields. All issues published between 1965 and 1974 (inclusive) were consulted. Not one article relating to employee turnover was found.

The social work section of Dissertation Abstracts International, a catalogue published by Xerox University Microfilms, Ann Arbor, Michigan, was reviewed. Xerox University Microfilms purchases the rights to the dissertations written by students from over 250 universities, colleges, technical institutes and professional schools. Brief descriptions of the dissertations are given in the publication.

Two dissertations which dealt with social worker turnover were found. The first abstract was a description of the dissertation done by C. B. Scotch in 1969. The study was an attempt to describe characteristics of social worker turnover in Jewish Community Service agencies. The Dissertation Abstracts International (1970) reported that Scotch found that three major factors were responsible for the turnover he studied. These three factors were: expanded job opportunities for social workers, attempts by staff to find employment with agencies having higher status, and a greater degree of loyalty to professional goals and objectives than to those of the particular agency (p. 1895A).

The second dissertation abstract was a study done by C. T. Dunning in 1972. The dissertation focussed on the turnover of rehabilitation counsellors who worked in rural areas. The Dissertation Abstracts International (1973) reported that income, opportunity for advancement

and the quality of supervision and administration were low, while frustration, especially in relation to the bureaucratic system, was high. The study implied that this situation led to turnover (p. 635A).

Also consulted were the general card catalogue and Holdings List of Serial Titles of the University of Windsor library. The business administration section of the catalogue, particularly references to personnel management, was reviewed. Also, ten journals were found to contain material pertinent to personnel management. These journals were:

1. Management Review, a journal published monthly in Saranac Lake, New York, by the American Management Association.
2. Personnel, a monthly journal of the Institute of Personnel Management, published in London, England.
3. Personnel Administration, published bi-monthly in Washington, D. C. by the Society for Personnel Administration.
4. Personnel Administration and Public Personnel Review, published bi-monthly by the Society for Personnel Administration and the Public Personnel Association.
5. Personnel Management, published each month by the Institute of Personnel Management, London, England.
6. Public Personnel Management, published bi-monthly in Chicago, Illinois, by the International Personnel Management Association.

7. Public Personnel Review, published quarterly in Chicago, Illinois, by the Public Personnel Association.
8. Public Welfare, a quarterly published by the American Welfare Association in Chicago, Illinois.
9. The American Economic Review, published quarterly at Menasha, Wisconsin, by the American Economic Association.
10. The Harvard Business Review, published bi-monthly by the Graduate School of Business Administration, Harvard University.

Generally, only journals issued after December 1963 were consulted. Exceptions to this rule were made when attempts were made to verify quotes from secondary sources.

The procedure helped to locate several books, as well as journals, which dealt with turnover.

The search for literature was greatly assisted by University faculty and Ministry personnel, who directed the authors to other material, e.g., research reports and government documents, related to employee turnover.

Content of the Literature

This section of the chapter has been divided into three parts. The first considers the cost of turnover in terms of loss of human potential and financial investment. The second part deals with the extent of turnover. The third part deals with causes of turnover.

Cost of Turnover

One effect of employee turnover considered in the

literature is the cost to the employer. Dr. John R. Hinricks, who obtained his Ph.D. degree in Industrial and Labor Relations from Cornell University, discussed both positive and negative aspects of employee turnover, in an article in the journal, Personnel. Hinricks (1971) stressed the importance of understanding how turnover can be controlled.

Most personnel people view a high turnover rate with alarm first of all as a matter of cost. Obvious direct costs of attrition are those of hiring a replacement for the individual who leaves and of training gone down the drain, salary paid the replacement during his non-productive training period, and errors and inefficiencies that can be expected during that period. Indirect attrition costs are in areas such as the impact on recruiting when potential hires are aware of a high rate of attrition in a prospective employer...lowered morale of present employees...and the increased workload and demands placed upon managers who must supervise inexperienced replacements (p. 31).

Florence Stone (1972), managing editor of Management Review, reported on a study which determined replacement costs for telephone operators. The study on which Stone's report was based, "Force-Loss Cost Analysis", was conducted by the Human Resources Laboratory, a group formed for the express purpose of developing effective methods for improving the Bell System's use of human resources. The experiment confirmed the importance of the cost of turnover.

...the costs incurred by a company in recruiting, hiring, training, and developing an employee make up an investment in human resources (p. 23).

...the company recovers more of its investment in human resources with longer-tenure people than it does with shorter-tenure people (p. 26).

...the company can expect a greater recovery of its investment from an employee with more than six months

service...because the probability of his staying longer with the organization is greater after that time-(p. 26).

Dean Peskin (1973) discussed the challenges facing business and industry in the 1970's. Among these challenges are turnover and lost profits. In his book, The Doomsday Job: A Behavioral Analysis of Turnover, Peskin said that

...turnover costs American businesses billions of dollars a year. It is the most costly and least understood of all phenomena working against productivity, efficiency, and ultimately profits (p. 68).

He includes among the tangible costs employment expenses, breaking-in costs, startup and training costs, separation expenses, short-timer and other minor expenses. Among the intangible costs he includes lowered morale, reduced management efficiency and effectiveness, missed production schedules, dissolution of work teams, increased overtime, overhiring, and lower productivity of temporary employees.

In business, then, the cost of turnover is considered to be an important variable. In the field of public welfare, Pomeroy et al. (1966) conducted a series of studies in the New York City Department of Social Services (Welfare). One of these studies, The Effects of Caseworker Turnover on Welfare Clients, considered the cost of replacement and its effect on efficiency and effectiveness as reasons for administrative concern about turnover.

Extent of Turnover

The extent of turnover is another aspect of the subject considered in the literature. "How Graduates Intimidate Their Bosses", an article by Edgar H. Schein in Management Review (1968), looks at the extent of turnover among college graduates. Schein stated that "most large companies admit...to losing more than half their newly hired college graduates within the first five years (p. 15)."

Dr. Marvin D. Dunnette, Professor of Psychology and Industrial Relations at the University of Minnesota, collaborated with Dr. Richard D. Arvey, assistant professor of Industrial and Personnel Management at the University of Tennessee and Dr. Paul A. Banas, manager of personnel research for the Ford Motor Company, in a study of the quit rates of staff from seven manufacturing areas. Their study (1973) also looked at several reasons employees had for leaving and related these to motivation and expectations prior to employment. In regard to the rate of turnover among college graduates, their conclusions were similar to Schein's.

Peskin (1973) considered a turnover rate of 20-25 percent as acceptable for clerical or white-collar workers. He also stated that "education background has an affect on turnover rate... (p. 84)."

John J. Keppler (1963, p. 18), First Deputy Commissioner of the New York City Department of Welfare, in

a report concerning problems among employees of his department, said that there was an annual rate of turnover of approximately 35 percent among social investigators, i.e., field workers.

Pomeroy et al. (1966, p. 1) placed the annual turnover rate of workers in the same position at between 25 and 40 percent.

Clyde W. Linville (1963), Associate Regional Representative for the Bureau of Family Services, U. S. Department of Health, Education and Welfare, studied the importance of staff supervision and training and the effect of poor management on turnover rates. He found that "the 1962 national average [of public welfare worker turnover] is slightly over 26 percent (p. 203)."

As these studies show, an annual turnover rate of up to 40 percent is not uncommon in business or in public welfare. These are staggering rates by any standards, and they represent the need of replacing up to two in every five workers every year.

Causes of Turnover

The causes of turnover are also treated in the literature. Schein (1968) stated that "one myth is that the graduate leaves merely for a higher salary...the roots of their dissatisfaction run deep down to conflict of expectations and values (pp. 15-16)." Dunnette et al. (1973) supported Schein's observations when they stated

...it is apparent that high turnover...is related significantly to the sharp discrepancies seen by many ...between their actual job experiences and their hopes and expectations at the time they agree to join the company (p. 37).

Speaking of the pitfalls of recruiting college graduates, Mandell (1964, p. 145) pointed out that one reason for dissatisfaction on the job is that college graduates are recruited for jobs which do not require college graduates.

Peskin (1973, p. 86) found that causes of turnover included insufficient pay, poor working conditions, personnel policy, interpersonal conflicts and other personal reasons. Peskin's research in one company showed that "turnover...decreased when IQ and other pre-employment testing levels were lowered. This action helped prevent the hiring of overqualified personnel for routine jobs (p. 88)." He found that "...sometimes turnover is reduced in routine jobs if people with average or below-average intelligence are hired (p. 110)."

Keppler (1963) found that, in the New York Department of Welfare, workers became disappointed with the opportunities open to them for a satisfying career in social work. He added that

If these people were sincerely motivated to find a place in a helping profession and to identify with the high calling of social work, then we have done them a great disservice by failing to help them find more rewarding experiences... (p. 118).

Richard Guerrier (1972), editor and publisher of

Canadian Training Methods, stated in his article, "Comment: Great Expectations", that

...a sense of downgrading, frustration, insecurity and diminishing influence appears to be spreading... Behind much of the trouble, we suggest, is a long succession of unrealistic expectations--starting in school, reinforced at university...consolidated by the creation of job titles which don't truly reflect the nature of the job to be done... (p. 11).

In his Study Report On Field Services, Donald H. Gardner (1973) found that these causes of turnover were evident within the Ministry also. "The Ministry", he said, "should hire personnel with clerical training, not with training in social services. People now hired are empathic and get frustrated with heavy caseloads (p. 26)." This statement points out that there may be a close relationship between job satisfaction and the educational background of the employee.

In their book, People in Public Service, Robert T. Golembiewski and Michael Cohen (1970) referred to the United States Civil Service Commission's concern for matching of the man and the job as the heart of good personnel management. Likewise, Huggins, Roberts and Walsh (1971, p. 55) suggested that, in order to make full use of a public agency's resources, the agency should assign employees with the proper skills needed to do the job.

In Position Classification: A Behavioral Analysis For the Public Service, Jay M. Shafritz (1973, p. 17) refers to a report of the United States House of Congress'

Congressional Joint Commission on Reclassification of Salaries, which emphasized that "...qualifications in respect to education, experience, knowledge, and skill necessary for the performance of certain duties are determined by the nature of those duties." Shafritz commented that "position classifications...frequently decrease retention rates and make more recruiting more difficult by requiring a higher level of skill and education than is necessary to do the job (pp. 25-26)."

Huggins et al. (1971) found that

By introducing new classifications (emphasizing abilities rather than educational attainment) into our civil service system...we have found a new source of manpower to fill many vacancies, and they (people with less education) are doing things middle-class civil servants with college degrees have not been able to do (p. 59).

Three members of the Rochester Institute of Technology, Laurence Lipsett, Frank P. Rogers and Harold M. Kentner, authored Personnel Selection and Recruitment in 1972. Each of the authors had more than fifteen years professional association with various aspects of vocational psychology and personnel work, including practical experience in personnel functions and teaching experience at the college level. The book follows the chronological steps in the over-all selection process: recruiting, interviewing, investigating, testing, evaluating and training. They found that when an employee with high scholastic standing is assigned to routine tasks, he is likely to become bored. When this happens, turnover occurs (pp. 72-74).

Gardner (1973, pp. 26, 62 & 68) discussed other causes of turnover, including salaries that are not competitive with other agencies, with industry, or with the federal government; the lack of recognition for extraordinary service; the inability of married women to accept promotional transfers to other regions; and the failure of the Ministry to involve younger field staff in the formation of policies.

Herzberg (1968, pp. 4-6) also suggests that job dissatisfaction is a leading cause of turnover. He suggests that employers solve the problem by introducing factors which have proven to lead to satisfaction, i.e., achievement, recognition and responsibility. He even said that

If you have someone on the job, use him. If you can't use him on the job, get rid of him, either via automation or by selecting someone with lesser ability (p. 10).

Generally, all of the literature emphasized the importance to the employer of employee job satisfaction. This factor was usually related to the need for personnel management policies based on research in this area. John Monroe Fraser (1970), a faculty member at the University of Aston in Birmingham, England, and whose major field of interest was personnel management, stated that "he [the personnel manager] should have a specification of personnel qualities which research has shown to be the major factors in successful performance (p. 26)."

Summary

This chapter discussed the procedure used for locating, and the content of, the literature on turnover. The literature found was mainly in the areas of personnel management and business administration. The chapter focussed on three aspects of turnover in the literature: cost, extent and causes. Though difficult to measure accurately, the cost of turnover was considered high and, therefore, was a major cause of concern for administrators. The extent of turnover was generally high, between 25 and 40 percent annually. The causes of turnover were numerous, foremost among them being dissatisfaction caused by discrepancies between high expectations and the routine nature of the job.

CHAPTER III

RESEARCH DESIGN

Generally, prior research in the area of staff turnover in social work and quasi-social work settings has been neither plentiful nor rigorous. The aim of this project was to gain more familiarity with, and further insight into, the phenomenon of turnover by systematically studying the relationship between variables chosen as focal points for data collection and analysis.

In carrying out a systematic study, decisions relating to the selection of an appropriate design have been supported by writers in the field of social work research.

A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Selltiz, et al., 1959, p. 50).

The potential researcher will want to recall that he is no less in error in pitching his undertaking at too primitive a research level (and, therefore, standing still when he should be building on past work) than he is in designing experiments not yet justified by the state of conceptualization and prior exploratory research (Kahn, 1960, pp. 58-59).

Exploratory research deals primarily with areas which have not been the subject of extensive research. Since there has been some prior research in the area of staff turnover, an exploratory research was considered inappropriate for this study.

Experimental research seeks to test hypotheses and causal relationships between variables. Since prior research in the area of turnover has not led to the formulation of well defined hypotheses, an experimental research design was also deemed inappropriate for this study. Furthermore, it would have been impossible to utilize a strictly experimental control group, as experimental research requires. (See Selltitz, Jahoda, Deutsch, and Cook, 1959, pp. 50 & 89)

Descriptive research is concerned with describing the characteristics of populations, or of samples of populations. One type of descriptive research is concerned with discovering, or testing, whether certain variables are associated (Selltitz, et al., 1959, p. 65). Since our study was seeking relationships between and among turnover and selected characteristics of field workers, this type of research design seemed most appropriate. Tripodi, Fellin, and Meyer (1969, p. 25) refer to this as quantitative-descriptive research of the variable relationship subtype.

Research Questions

The specific purpose of this study was to determine answers to four research questions:

1. WHAT IS THE ACTUAL EXTENT OF TURNOVER AMONG FIELD WORKERS IN THE FAMILY BENEFITS BRANCH OF THE MINISTRY?
2. ARE THERE DIFFERENCES BETWEEN THE CHARACTERISTICS OF FIELD WORKERS WHO TERMINATE THEIR EMPLOYMENT WITH THE

MINISTRY AND THOSE WHO REMAIN?

3. ARE THERE SIGNIFICANT ASSOCIATIONS AMONG CHARACTERISTICS OF FIELD WORKERS WHO HAVE TERMINATED EMPLOYMENT?
4. ARE THERE SIGNIFICANT ASSOCIATIONS AMONG CHARACTERISTICS OF FIELD WORKERS WHO REMAIN WITH THE MINISTRY?

Operational Definitions

Turnover

By "turnover" was meant the voluntary or involuntary termination of employment of field workers. Retirements, transfers within the Ministry, superannuations and deaths were not included in the definition of turnover.

Non-turnover

By "non-turnover" was meant a field worker's employment with the Ministry on December 31, 1974, no matter when that worker was hired and assigned to a field work position.

Characteristics

By "characteristics" was meant the status of field workers in relationship to nine selected variables: age, sex, marital status, length of employment, type of education, years of education, geographic location of employment, reasons for termination of employment and recommendations for future employment with the Ministry.

Age

By "age" was meant the chronological age of field

workers when they commenced their employment as field workers with the Ministry. The use of exact ages was considered non-essential. Therefore, each age was placed in an appropriate mutually exclusive grouping (Selltiz, et al., 1959, p. 392).

Sex

By "sex" was meant the gender (male or female) of the field worker.

Marital Status

By "marital status" was meant a field worker's legally defined social position in relation to marriage, i.e., married, single, divorced or widowed.

Length of Employment

By "length of employment" was meant the number of months a person was employed as a field worker with the Ministry. For those who had terminated employment, length of employment was determined by calculating the difference between appointment date and termination date. For those who remained, length of employment was determined by calculating the difference between date of appointment and December 31, 1974. Categorization was chosen over the use of exact lengths of employment.

Type of Education

By "type of education" was meant the focus of field workers' academic endeavors prior to employment with the Ministry. The categories chosen were arts and science,

business and commerce, social sciences, and other.

Years of Education

By "years of education" was meant the number of years spent by field workers in formal education. Nine categories were used, with one year intervals from "less than twelve years" to "more than eighteen years".

Geographic Location

By "geographic location" was meant the general area of Ontario in which a field worker was employed. The five geographic areas outlined by the Ministry, and their official names, were the northwestern, the northeastern, the central, the western and the eastern regions.

Reasons for Termination of Employment

By "reasons for termination of employment" was meant the stated reasons for the resignation of those field workers who resigned and the reported reasons for dismissal for those who were dismissed, as recorded at the time of termination of employment.

Recommendations for Future Employment with the Ministry

By "recommendations for future employment with the Ministry" was meant the opinion of supervisors regarding the possible re-hiring of field workers who had resigned or been dismissed from their positions. Four categories were used: recommended for same position, recommended for different position, not recommended and other.

Field Workers

By "field workers" was meant employees, or former employees, of the Family Benefits Branch of the Ontario Ministry of Community and Social Services, who were hired and assigned to positions as Welfare Field Worker I or Welfare Field Worker II.

Ministry

By "Ministry" was meant the Ontario Ministry of Community and Social Services.


Population

This study was concerned with turnover among field workers of the Ministry. For the purpose of this study, then, two sub-populations were defined. The first consisted of field workers who terminated their employment, or had it terminated, between January 1, 1972 and December 31, 1974, inclusive. The second, or contrast, group was made up of field workers who were employees of the Ministry on December 31, 1974.

Sample

A sample of one hundred subjects was anticipated for each sub-population, i.e., the turnover and non-turnover groups. Since only eighty-eight terminations occurred during the three year period studied, a choice was made to include the entire sub-population in the study. Thirteen of these files were either missing or contained insufficient informa-

tion to be included in the study. Hence, a total of seventy-five files were included in the turnover sample.



On December 31, 1974, three hundred and fifty field workers were employed by the Ministry. Because a comparison of sub-populations was intended, a sample of seventy-five field workers from the non-turnover group was needed. The names of all the 350 workers were obtained from a computer print-out supplied by the Ministry's Director of Personnel. A systematic randomization method (Sellitz, et al., 1959, p. 523) was used to obtain eighty-seven files.* Twelve of these files were either missing or contained insufficient information and, therefore, were not included in the sample. A total of seventy-five files remained and were included in the non-turnover sample.

Method of Data Collection

The sole source of data used in this study was the personnel files of field workers. These files were kept in the office of the Ministry's Director of Personnel at Queen's Park, Toronto. Relevant data were transcribed from the files to pre-coded data collection guidelines (see Appendix B). Data collection guidelines were numbered from "101" to "175" to identify members of the turnover group, and from "201" to "275" to identify members of the

*A number between 1 and 4, inclusive, was randomly selected. The file bearing that number and every fourth file thereafter were selected for inclusion in the non-turnover group.

non-turnover group. A guideline form was completed for each file in the two samples.

Method of Data Analysis

Data were transcribed from the data collection guidelines to I.B.M. data cards in preparation for computer analysis. The Statistical Package for the Social Sciences (SPSS) was used. Two sub-programs were chosen: the CODEBOOK sub-program provided measures of central tendency, measures of variance and frequency distributions for the variables. The FASTABS sub-program was used to determine cross-tabulations between turnover and non-turnover and each of the variables.

Two types of variables were included in this study: nominal (for sex, marital status, type of education, geographic location, reasons for termination and recommendations for future employment) and interval (for age, length of employment and years of education). For each nominal variable, the mode, frequency distribution and histogram were obtained. For each interval variable, the mean, frequency distribution and histogram were obtained. Correlations between nominal variables were determined by using Guttman's Coefficient of Predictability (lambda asymmetrical), and tested for significance by using Pearson's Chi-square (χ^2) test. Correlations between interval variables were determined by using Pearson's Coefficient of Correlation (r), and tested for significance by checking

the calculated values of r against the table of significant values of r . Correlations between nominal variables and interval variables were determined by using the correlation ratio (η), and tested for significance by using Fisher's Analysis of Variance (F). References for these methods of data analysis can be found in Freeman, 1965, pp. 71-79, 89-108, 120-131, 176-187, 199-210, 215-228 and 250.

Summary

This chapter described the research methodology used in the study. The quantitative-descriptive research design of the variable relationship sub-type was chosen, as it most appropriately fitted the nature and purpose of the study. Four research questions were stated and the variables were operationally defined. The population and samples were described and method of data collection explained. Finally, methods of data analysis were described.

CHAPTER IV

PRESENTATION OF DATA

The purpose of this chapter is to present the data collected during the course of the research project. At the outset, data relating to the extent of field worker turnover is presented. Findings pertaining to the seven variables common to both the turnover and the non-turnover groups (age, sex, marital status, length of employment, type of education, years of education and geographic location of employment) are also reported. Findings pertaining to the two variables, reasons for termination of employment and recommendations for future employment with the Ministry, apply only to the turnover group.

Frequency tables are included in this chapter. The first table depicts data related to the extent of turnover. Tables two through eight, inclusive, represent data pertaining to the seven variables common to both the turnover and the non-turnover groups. Findings for the variables of reasons for termination and recommendations for future employment are depicted in the ninth and tenth tables.

Extent of Turnover

In 1972, there was a total of twelve turnovers.

During that year there were 332 field worker positions within the Ministry. The rate of turnover in 1972 was 3.6 percent. Thirty-three turnovers occurred in 1973. The total number of field workers in that year was 341. A turnover rate of 10.9 percent was recorded. The Ministry had 350 field worker positions in 1974. Forty-three workers, or 12.3 percent of the staff complement, were involved in turnover. There was a total of eighty-eight turnovers in the three year period studied. Of these, seventy-five were included in the turnover group. (see table 1)

TABLE I
EXTENT OF TURNOVER

Year	Turnover		
	Number of Terminations	Total number of positions	Rate of Turnover
1972	12	332	3.6%
1973	33	341	10.9%
1974	43	350	12.3%
Total	88	1023	
Mean	29.3	341	8.6%

Age at Time of Employment

Within the turnover group, one person was found to be between the ages of sixteen and twenty. Thirty-one persons were between the ages of twenty-one and twenty-five.

Fifteen persons were between twenty-six and thirty years of age. Twelve persons were found to be between the ages of thirty-one and thirty-five. Six of the turnover group's members were between thirty-six and forty years of age. There were three field workers between the ages of forty-one and forty-five. Four persons were between forty-six and fifty years of age. Three persons were found to be between the ages of fifty-one and fifty-five. The above reported ages were ages at time of employment, not ages at time of the study. (see table 2)

TABLE 2
AGE AT TIME OF EMPLOYMENT

Age	Turnover		Non-turnover		Total
	Fre- quency	Per- centage	Fre- quency	Per- centage	
16 - 20	1	1.3	0	0.0	1
21 - 25	31	41.3	12	16.0	43
26 - 30	15	20.0	18	24.0	33
31 - 35	12	16.0	17	22.7	29
36 - 40	6	8.0	6	8.0	12
41 - 45	3	4.0	13	17.3	16
46 - 50	4	5.3	7	9.3	11
51 - 55	3	4.0	2	2.7	5
Total	75		75		150

Within the non-turnover group, no one between the ages of sixteen and twenty was found. Twelve persons were between the ages of twenty-one and twenty-five. Eighteen

persons were found to be between the ages of twenty-six and thirty. Seventeen were between the ages of thirty-one and thirty-five. Six members of the non-turnover group were between thirty-six and forty years of age. In this group, there were thirteen field workers between the ages of forty-one and forty-five. Seven persons were found to be between the ages of forty-six and fifty. Two were between fifty-one and fifty-five years of age. Again, these reported ages were ages at time of employment. (see table 2)

Sex

The turnover group was composed of twenty-eight males and forty-seven females.

Within the non-turnover group were twenty-one males and fifty-three females. The sex of one member of this group was not recorded. (see table 3)

TABLE 3

SEX

Sex	Turnover		Non-turnover		Total
	Fre- quency	Per- centage	Fre- quency	Per- centage	
Male	28	37.3	21	28.0	49
Female	47	62.7	53	70.7	100
Unknown	0	0.0	1	1.3	1
Total	75		75		150

Marital Status

Within the turnover group were forty-three married persons and twenty-three single persons. One of these field workers was divorced, two were widowed and the marital status of six others was unknown.

The non-turnover group was composed of fifty married persons, fifteen single persons, three who were divorced and five who were widowed. There were two persons in this group whose marital status was unknown. (see table 4)

TABLE 4

MARITAL STATUS

Marital Status	Turnover		Non-turnover		Total
	Fre- quency	Per- centage	Fre- quency	Per- centage	
Married	43	57.3	50	66.7	93
Single	23	30.7	15	20.0	38
Divorced	1	1.3	3	4.0	4
Widowed	2	2.7	5	6.7	7
Unknown	6	8.0	2	2.7	8
Total	75		75		150

Length of Employment

Twelve persons in the turnover group had been employed by the Ministry for less than six months. Eleven were employed between seven and twelve months. Six were

employed between thirteen and eighteen months and eight were employed between nineteen and twenty-four months. three persons were employed between twenty-five and thirty months. Five persons were employed between thirty-one and thirty-six months. Seven were employed between thirty-seven and forty-two months. Two persons were found to be employed between forty-three and forty-eight months. Twenty-one field workers in the turnover group were employed for more than forty-eight months. (see table 5)

TABLE 5
LENGTH OF EMPLOYMENT

Months of Employment	Turnover		Non-turnover		Total
	Fre- quency	Per- centage	Fre- quency	Per- centage	
0 - 6	12	16.0	1	1.3	13
7 - 12	11	14.7	7	9.3	18
13 - 18	6	8.0	3	4.0	9
19 - 24	8	10.7	8	10.7	16
25 - 30	3	4.0	4	5.3	7
31 - 36	5	6.7	6	8.0	11
37 - 42	7	9.3	1	1.3	8
43 - 48	2	2.7	2	2.7	4
49 -	21	28.0	43	57.3	64
Total	75		75		150

Within the non-turnover group, only one person was employed for less than six months. seven persons were employed between seven and twelve months. Three persons were

employed between thirteen and eighteen months. Eight field workers were found to have been employed between nineteen and twenty-four months. Four of the non-turnover group's members were employed between twenty-five and thirty months. Six persons were employed between thirty-one and thirty-six months. One person was employed between thirty-seven and forty-two months. Two field workers were employed between forty-three and forty-eight months. Forty-three field workers in the non-turnover group were employed for more than forty-eight months. (see table 5)

Type of Education

Within the turnover group, there were thirty-three persons who had followed arts and science courses during their formal education. Fourteen had studied business and commerce, and twenty had social science backgrounds. Eight members of the group had studied nursing, teaching or law.

The non-turnover group had twenty-six members who had followed arts and science courses. Eighteen had followed courses in business and commerce. Seventeen had social science backgrounds and fourteen had followed other courses during their formal education, i.e., teaching and nursing. (see table 6)

Years of Education

The turnover group had eight persons with less than twelve years of education, twelve with twelve years, nine

TABLE 6
TYPE OF EDUCATION

Type of Education	Turnover		Non-turnover		Total
	Fre- quency	Per- centage	Fre- quency	Per- centage	
Arts & Science . . .	33	44.0	26	34.7	59
Business & Commerce	14	18.7	18	24.0	32
Social Science . . .	20	26.7	17	22.7	37
Other	8	10.7	14	18.7	22
Total	75		75		150

with thirteen years, six with fourteen years, eleven with fifteen years, eighteen with sixteen years, nine with seventeen years, one with eighteen years and one person had more than eighteen years of education. (see table 7)

TABLE 7
YEARS OF EDUCATION

Years of Education	Turnover		Non-turnover		Total
	Fre- quency	Per- centage	Fre- quency	Per- centage	
Less than 12 . . .	8	10.7	4	5.3	12
12	12	16.0	13	17.3	25
13	9	12.0	13	17.3	22
14	6	8.0	20	26.7	26
15	11	14.7	6	8.0	17
16	18	24.0	13	17.3	31
17	9	12.0	5	6.7	14
18	1	1.3	1	1.3	2
More than 18 . . .	1	1.3	0	0.0	1
Total	75		75		150

Within the non-turnover group were four persons with less than a grade twelve education. Thirteen had twelve years, thirteen had thirteen years, twenty had fourteen years, six had fifteen years, thirteen had sixteen years, five had seventeen years, one had eighteen years and none had more than eighteen years of education.

Geographic Location of Employment

Within the turnover group there were three persons from the northwestern region. Seven persons were from the northeastern region, twenty-six were from the central region, twenty-seven were from the western region, and twelve were from the eastern region. (see table 8)

TABLE 8

GEOGRAPHIC LOCATION OF EMPLOYMENT

Location of Employment	Turnover		Non-turnover		Total
	Fre- quency	Per- centage	Fre- quency	Per- centage	
Northwest	3	4.0	3	4.0	6
Northeast	7	9.3	10	13.3	17
Central	26	34.7	18	24.0	44
West	27	36.0	31	41.3	58
East	12	16.0	13	17.3	25
Total	75		75		150

The non-turnover group had three members from the northwestern region, ten from the northeastern region,

eighteen from the central region, thirty-one from the western region and thirteen from the eastern region.

Reasons for Termination of Employment

Five members of the turnover group reported their reasons for leaving their jobs as being home responsibilities. Fourteen said they were terminating employment because they were moving from the area. Five said they left to return to school. Twenty-two said they left because they had found better paying positions elsewhere. Poor health was given as the reason for termination by six workers. Five reported their reason as pregnancy. One worker was dismissed for inadequate performance. Seventeen stated "other" reasons for termination. Often, no explanation of reasons for termination was available. Some workers said they were leaving because they were dissatisfied with their field worker position. (see table 9)

TABLE 9

REASONS FOR TERMINATION OF EMPLOYMENT

Reasons for Termination	Turnover	
	Fre- quency	Per- centage
Home responsibilities	5	6.7
Moving from area	14	18.7
Continuing education	5	6.7
Better paying position	22	29.3
Poor health	6	8.0
Maternity	5	6.7
Inadequate performance	1	1.3
Other	17	22.7

Recommendations for Future Employment
with the Ministry

Fifty of the turnover group's members were recommended for re-employment in the same position which they terminated. Sixteen were recommended for different positions. Only eight workers were not recommended for future employment with the Ministry. One person's recommendation was not recorded. (see table 10)

TABLE 10

RECOMMENDATIONS FOR FUTURE EMPLOYMENT
WITH THE MINISTRY

Recommendations	Turnover	
	Fre- quency	Per- centage
Recommended for same position	50	66.7
Recommended for different position	16	21.3
Not recommended	8	10.7
Unknown	1	1.3

Summary

This chapter presented the data collected for the study. Data relating to the extent of field worker turnover was presented first. Then, findings pertaining to the seven variables common to both the turnover and non-turnover groups were reported. Next, findings pertaining to the two variables relevant to the turnover group only were presented. Finally, ten frequency tables were included to summarize the data on the extent of turnover and the nine variables.

CHAPTER V

ANALYSIS OF DATA

In this chapter, comparative analysis of the turnover group and the non-turnover group is undertaken with respect to each variable. Some classes within variables showed striking similarities and differences between the two groups.

Within each group, associations between variables are stated, statistically described and tested for significance. Hypotheses and conclusions are then formulated for the purpose of emphasizing the associations. These associations are applicable only to the groups and the time period studied.

Extent of Turnover

In 1972 the turnover rate among field workers was 3.6 percent. In 1973 the rate of turnover rose to 10.9 percent. In 1974 the rate of turnover reached 12.3 percent. The total number of field workers employed by the Ministry grew over the three year period studied. However, an even faster rate of turnover was experienced over the same time period. Thus, between 1972 and 1974, the rate of turnover has more than tripled; although it is still below those levels suggested by the literature for public welfare agencies.

Age at Time of Employment

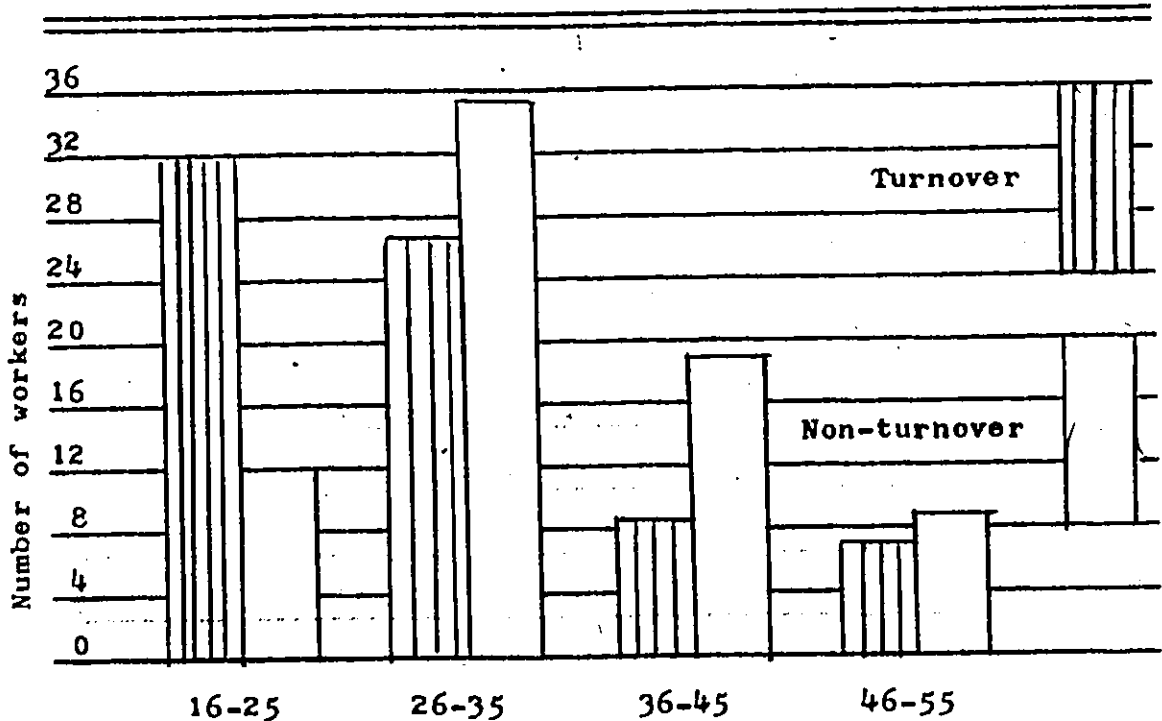
A Comparison of Turnover and Non-turnover Groups

The mean age for the turnover group was thirty years of age. The members of the non-turnover group had a mean age of thirty-four years.

While thirty-two, or 42.6 percent, of the turnover group were under the age of twenty-six when hired by the Ministry, only twelve, or 16 percent, of the non-turnover group were hired before their twenty-sixth birthdays. There was a 26.6 percent difference between the two groups in the field workers hired before the age of twenty-six. (see figure 1)

FIGURE 1

AGE AT TIME OF EMPLOYMENT



This analysis of data suggested an hypothesis:
 THE YOUNGER A FIELD WORKER WAS AT TIME OF EMPLOYMENT, THE
 MORE LIKELY HE (SHE) WAS TO BE INVOLVED IN STAFF TURNOVER.

Age at Time of Employment and
 Length of Employment

Turnover Group

There were thirty-two workers hired before the age of twenty-six. Of these, 53.1 percent left after being employed for less than two years, 31.5 percent left after being employed for between two and four years, and 15.6 percent left after four or more years of employment.

Twenty-seven workers were hired when they were between the ages of twenty-six and thirty-five. Of these, 48.1 percent terminated their employment within two years of being hired, 22.2 percent left after working for between two and four years, and only 29.6 percent left after four or more years of employment.

There were nine workers who were hired when they were between the ages of thirty-six and forty-five. Of these, 66.7 percent remained for more than four years.
 (see table 11)

The hypothesis that age at time of employment and length of employment were associated was statistically tested using Pearson's Coefficient of Correlation. This correlation indicated that 11 percent of the variance in age was associated with the variation in length of employment.

Since the correlation was found insignificant even at the .05 level, the null hypothesis was accepted. The conclusion that, within the turnover group, THERE WAS NO ASSOCIATION BETWEEN A FIELD WORKER'S AGE AT TIME OF EMPLOYMENT AND HIS OR HER LENGTH OF EMPLOYMENT was drawn.

TABLE 11
AGE AT TIME OF EMPLOYMENT AND
LENGTH OF EMPLOYMENT
(TURNOVER)

Age	Length of Employment			Total
	less than 2 years	between 2 & 4 years	more than 4 years	
16 - 25	17	10	5	32
26 - 35	13	6	8	27
36 - 45	3	0	6	9
46 - 55	4	1	2	7
Total	37	17	21	75

$$r = .11 \quad r^2 = .01 \quad \alpha = NS$$

Non-turnover Group

Of the twelve workers in the under twenty-five year age group, 66.7 percent were employed for less than two years. Only 8.3 percent were employed for more than four years.

There were thirty-five workers in the twenty-six to thirty-five year age group. Of these, 31.4 percent were employed for less than two years, 22.9 percent were em-

ployed for between two and four years, and 45.7 percent were employees for more than four years.

Of nineteen field workers in the thirty-six to forty-five years age group, 100 percent were employed for more than four years.

In the forty-six to fifty-five year age group there were nine workers. Of these, 77.8 percent were employed for more than four years. (see table 12)

TABLE 12

AGE AT TIME OF EMPLOYMENT AND
LENGTH OF EMPLOYMENT
(NON-TURNOVER)

Age	Length of Employment			Total
	less than 2 years	between 2 & 4 years	more than 4 years	
16 - 25	8	3	1	12
26 - 35	11	8	16	35
36 - 45	0	0	19	19
46 - 55	0	2	7	9
Total	19	13	43	75

$$r = .60 \quad r^2 = .36 \quad \alpha = .01$$

The hypothesis that age at time of employment and length of employment were associated was tested statistically using Pearson's Coefficient of Correlation. This correlation indicated that 36 percent of the variance in age at time of employment was associated with the variation in

length of employment. Since the correlation was found to be significant at the .01 level, for both the one-tailed and the two-tailed test, the null hypothesis was rejected. The conclusion that, within the non-turnover group, AS A FIELD WORKER'S AGE AT TIME OF EMPLOYMENT INCREASED, HIS OR HER LENGTH OF EMPLOYMENT INCREASED was drawn.

Age at Time of Employment and Years of Education

Turnover Group

Of the thirty-two field workers who were hired before the age of twenty-six, 37.5 percent had fifteen or more years of education.

There were twenty-seven workers who were hired when they were between the ages of twenty-six and thirty-five. Of these, 48.1 percent had less than fifteen years of education and 51.9 percent had fifteen or more years of education.

Of the nine persons hired when they were between the ages of thirty-six and forty-five, 55.5 percent had less than fifteen years of education. The other 44.5 percent had fifteen or more than fifteen years of education.

There were seven workers in the forty-six to fifty-five year age group. Of these, 71.4 percent had less than fifteen years of education and 28.6 percent had fifteen or more years of education. (see table 13)

The hypothesis that age and years of education were associated was tested using Pearson's Coefficient of Correla-

tion. This correlation indicated that 3 percent of the variance in age at time of employment was negatively associated with the variation in years of education. Since the correlation was insignificant even at the .05 level, the null hypothesis was accepted. The conclusion that, within the turnover group, THERE WAS NO SIGNIFICANT ASSOCIATION BETWEEN A FIELD WORKER'S AGE AT TIME OF EMPLOYMENT AND HIS OR HER YEARS OF EDUCATION was drawn.

TABLE 13

AGE AT TIME OF EMPLOYMENT AND
YEARS OF EDUCATION
(TURNOVER)

Age	Years of Education		
	less than 15 years	15 or more years	Total
16 - 25	12	20	32
26 - 35	13	14	27
36 - 45	5	4	9
46 - 55	5	2	7
Total	35	40	75

$$r = -.18 \quad r^2 = .03 \quad \alpha = NS$$

Non-turnover Group

There were twelve members in the under twenty-six age group. Of these, 16.7 percent had less than fifteen years of education and 83.3 percent had fifteen or more years of education.

Of the thirty-five field workers who were hired when between the ages of twenty-six and thirty-five, 62.9 percent had less than fifteen years of education and 37.1 percent had fifteen or more years of education.

Nineteen field workers were between the ages of thirty-six and forty-five when they were hired. Of these, 89.5 percent had less than fifteen years of education and 10.5 percent had fifteen or more years of education.

There were nine workers hired when they were between the ages of forty-six and fifty-five. Of these, 100 percent had less than fifteen years of education. (see table 14)

TABLE 14

AGE AT TIME OF EMPLOYMENT AND
YEARS OF EDUCATION
(NON-TURNOVER)

Age	Years of Education		
	less than 15 years	15 or more years	Total
16 - 25	2	10	12
26 - 35	22	13	35
36 - 45	17	2	19
46 - 55	9	0	9
Total	50	25	75

$$r = -.46 \quad r^2 = .21 \quad \alpha = .01$$

The hypothesis that age and years of education were

associated was tested using Pearson's Coefficient of Correlation. This correlation indicated that 21 percent of the variance in age at time of employment was negatively associated with the variation in length of employment. Since this correlation was found to be significant at the .01 level, for both the one-tailed and two-tailed tests, the null hypothesis was rejected. The conclusion that, within the non-turnover group, AS A FIELD WORKER'S AGE AT TIME OF EMPLOYMENT INCREASED, HIS OR HER YEARS OF EDUCATION DECREASED was drawn.

Age at Time of Employment and Reasons for Termination of Employment

Of the thirty-two workers who were hired before their twenty-sixthth birthdays, 59.4 percent gave "moving from area" or "better paying position" as their reasons for terminating.

There were twenty-seven field workers in the group hired between the ages of twenty-six and thirty-five. Of these, 40.7 percent gave "other" as their reason for termination. "Better paying position" was stated as the reason for termination by 22.2 percent of the workers in this age group.

Of the nine persons in the thirty-six to forty-five year age group, 33.3 percent gave "better paying position" as their reason for leaving.

In the forty-six to fifty-five year age group, 42.9 percent of the members gave "better paying position" as

their reason for termination. (see table 15)

TABLE 15

AGE AT TIME OF EMPLOYMENT AND REASONS
FOR TERMINATION OF EMPLOYMENT

Age	Reasons for Termination of Employment								
	home respon- sibilities	moving from area	continued education	better paying position	poor health	maternity	inadequate performance	other	total
16 - 25	2	9	3	10	1	3	0	4	32
26 - 35	2	1	2	6	2	2	1	11	27
36 - 45	1	2	1	3	1	0	0	2	9
46 - 55	0	2	0	3	1	0	0	1	7
Total	5	14	6	22	5	5	1	17	75

$$\eta = .24 \quad \eta^2 = .05 \quad F = .51 \quad \alpha = NS$$

The hypothesis that there was an association between age and reasons for termination was tested using the Correlation Ratio. The correlation ratio indicated that only 5 percent of the variance in age at time of employment was associated with reasons for termination of employment. The correlation ratio was tested for significance using Fisher's Analysis of Variance. There was no significance even at the .05 level. The null hypothesis was accepted. The conclusion that THERE IS NO SIGNIFICANT ASSOCIATION

BETWEEN A FIELD WORKER'S AGE AT TIME OF EMPLOYMENT AND HIS OR HER REASONS FOR TERMINATION OF EMPLOYMENT was drawn.

Age at Time of Employment and Recommendations
for Future Employment with the Ministry

Of the thirty-two field workers hired before the age of twenty-six, 87.5 percent were recommended for future employment with the Ministry.

There were twenty-six workers hired between the ages of twenty-six and thirty-five. Of these, 88.5 percent were recommended for future employment with the Ministry.

Of the nine persons in the thirty-six to forty-five year age group, 88.9 percent were recommended for future employment with the Ministry.

One hundred percent of the seven people in the forty-six to fifty-five year age group had favorable recommendations. (see table 16)

TABLE 16

AGE AT TIME OF EMPLOYMENT AND RECOMMENDATIONS
FOR FUTURE EMPLOYMENT WITH THE MINISTRY

Age	Recommendations for Future Employment		
	Recommended	Not recommended	Total
16 - 25	28	4	32
26 - 35	23	3	26
36 - 45	8	1	9
46 - 55	7	0	7
Total	66	8	74

$$\eta^2 = .01 \quad \eta^2 = .00 \quad F = .00 \quad \alpha = NS$$

The hypothesis that age at time of employment and recommendations for future employment were associated was tested using the correlation ratio. This correlation indicated that 0 percent of the variance in age at time of employment was associated with variation in recommendations for future employment with the Ministry. The significance of the correlation was tested using Fisher's Analysis of Variance. No significance existed, even at the .05 level. Therefore, the null hypothesis was accepted. The conclusion that THERE IS NO ASSOCIATION BETWEEN A FIELD WORKER'S AGE AT TIME OF EMPLOYMENT AND HIS OR HER RECOMMENDATION FOR FUTURE EMPLOYMENT WITH THE MINISTRY was drawn.

Sex

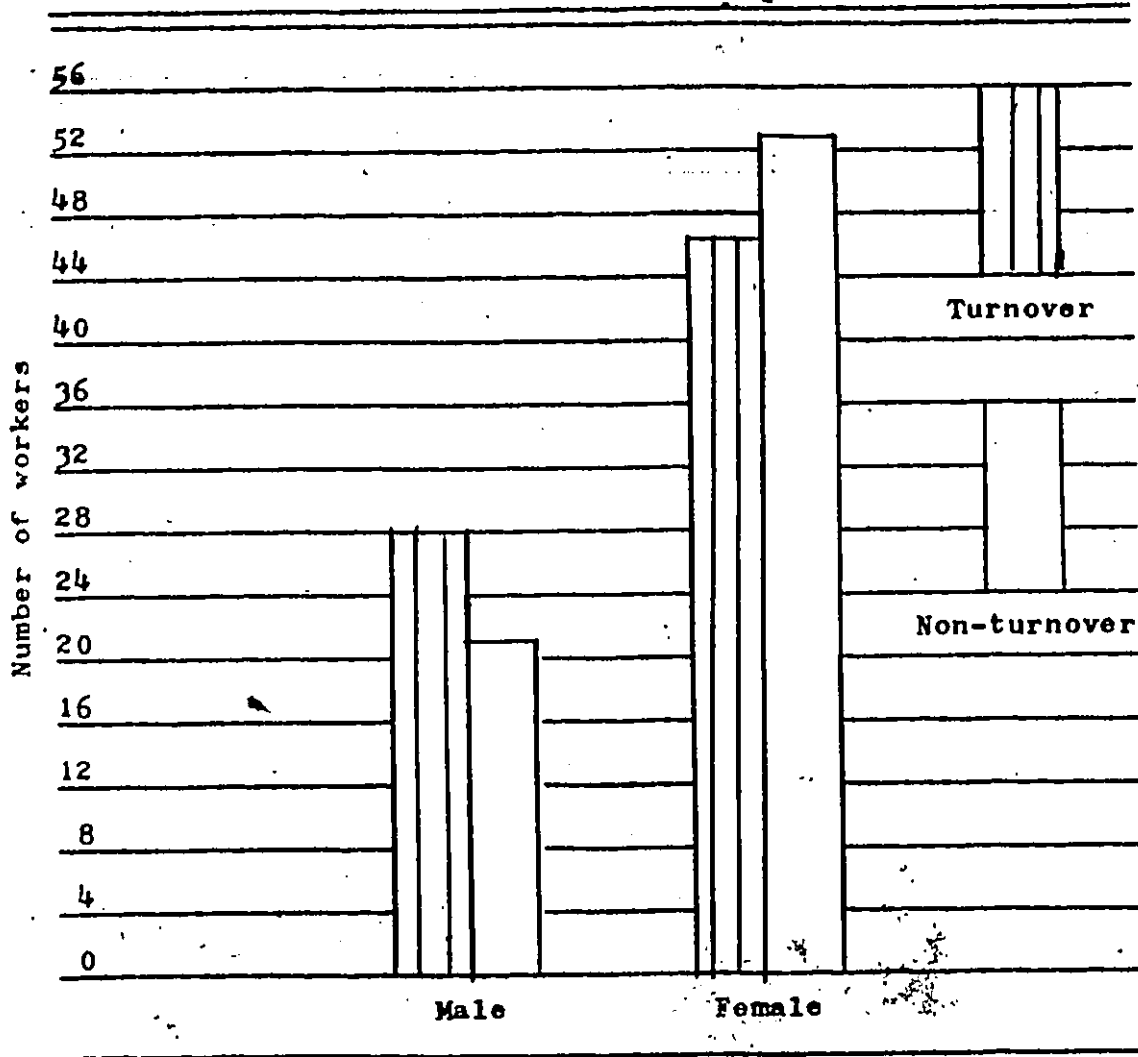
A Comparison of Turnover and Non-turnover Groups

The mode for both the turnover and the non-turnover groups was female. The percentage of females in the turnover group was 62.7. For the non-turnover group, the percentage of females was 70.7. (see figure 2)

Although a difference of 8 percent was present between the females in the two groups, it was not great enough to suggest an hypothesis. Therefore, a null hypothesis was suggested: THE SEX OF A FIELD WORKER HAD NO EFFECT ON HIS OR HER INVOLVEMENT IN TURNOVER.

FIGURE 2

SEX



Sex and Length of Employment

Turnover Group

Of twenty-eight males, 53.6 percent were employed for less than two years, 28.6 percent were employed for between two and four years, and 17.6 percent were employed for more than four years.

There were forty-seven females in the turnover group.

Of these, 46.7 percent were employed for less than two years, 19.1 percent were employed for between two and four years, and 34.2 percent were employed for more than four years.
(see table 17)

TABLE 17
SEX AND LENGTH OF EMPLOYMENT
(TURNOVER)

Sex	Length of Employment			Total
	less than 2 years	2 - 4 years	more than 4 years	
Male	15	8	5	28
Female	22	9	16	47
Total	37	17	21	75

$$\eta = .01 \quad \eta^2 = .00 \quad F = .00 \quad \alpha = NS$$

The hypothesis that there was an association between sex and length of employment was tested using the correlation ratio. This correlation indicated that none of the variance in sex was associated with the variation in length of employment. The significance of the correlation was tested using Fisher's Analysis of Variance. No significance existed. Therefore, the null hypothesis was accepted. THERE WAS NO ASSOCIATION BETWEEN THE SEX OF A FIELD WORKER AND HIS OR HER LENGTH OF EMPLOYMENT within the turnover group.

Non-turnover Group

Of twenty-one males, 19 percent were employed for less than two years, 28.6 percent were employed for between two years and four years, and 52.4 percent were employed for more than four years.

There were fifty-three females in the non-turnover group. Of these, 28.3 percent were employed for less than two years, 13.2 percent were employed for between two and four years, and 58.5 percent were employed for more than four years. (see table 18)

TABLE 18
SEX AND LENGTH OF EMPLOYMENT
(NON-TURNOVER)

Sex	Length of Employment			Total
	less than 2 years	2 - 4 years	more than 4 years	
Male	4	6	11	21
Female	15	7	31	53
Total	19	13	42	74

$$\eta = .00 \quad \eta^2 = .00 \quad F = .00 \quad \alpha = NS$$

The hypothesis that there was an association between sex and length of employment was tested using the correlation ratio. This correlation indicated that none of the variance in sex was associated with the variation in length of employment. The significance of the correlation was

tested using Fisher's Analysis of Variance. No significance existed. Therefore, the null hypothesis was accepted. Within the non-turnover group THERE WAS NO ASSOCIATION BETWEEN THE SEX OF A FIELD WORKER AND HIS OR HER LENGTH OF EMPLOYMENT.

Sex and Reasons for Termination
of Employment

Of twenty-eight males in the turnover group, 50 percent gave "Better paying position" as their reason for termination. Another 28.6 percent gave "other" as their reason for leaving the Ministry.

There were forty-seven females in the turnover group. Of these, 21.3 percent gave "moving from area", 19.1 percent gave "other" and 17.0 percent gave "better paying position" as their reasons for termination. (see table 19)

TABLE 19
SEX AND REASONS FOR TERMINATION
OF EMPLOYMENT

Sex	Reasons for Termination of Employment								
	home respon- sibilities moving fr. area	continued education	better pay position	poor health	maternity	inadequate performance	other	Total	
Male . . .	0	4	14	1	0	0	8	28	
Female . .	5	10	8	4	5	1	9	47	
Total	5	14	22	5	5	1	17	75	

$\lambda_a = .04$ $\chi^2 = 15.99$ $\alpha = NS$ $df = 7$

The hypothesis that there was an association between sex and reasons for termination was tested using Guttman's Coefficient of Predictability Asymmetrical. The coefficient of predictability indicated that there was a 4 percent reduction in error, in guessing reasons for termination of employment on the basis of the knowledge of sex. The association was tested for significance using Pearson's Chi-square test. The chi-square value was found to be insignificant at the .05 level for seven degrees of freedom. This analysis of data led to the acceptance of the null hypothesis. THERE WAS NO SIGNIFICANT ASSOCIATION BETWEEN SEX AND REASONS FOR TERMINATION OF EMPLOYMENT.

Marital Status

For the purpose of data analysis, the categories of single, widowed and divorced have been combined into a single "not married" class. The missing values have not been included in the analysis.

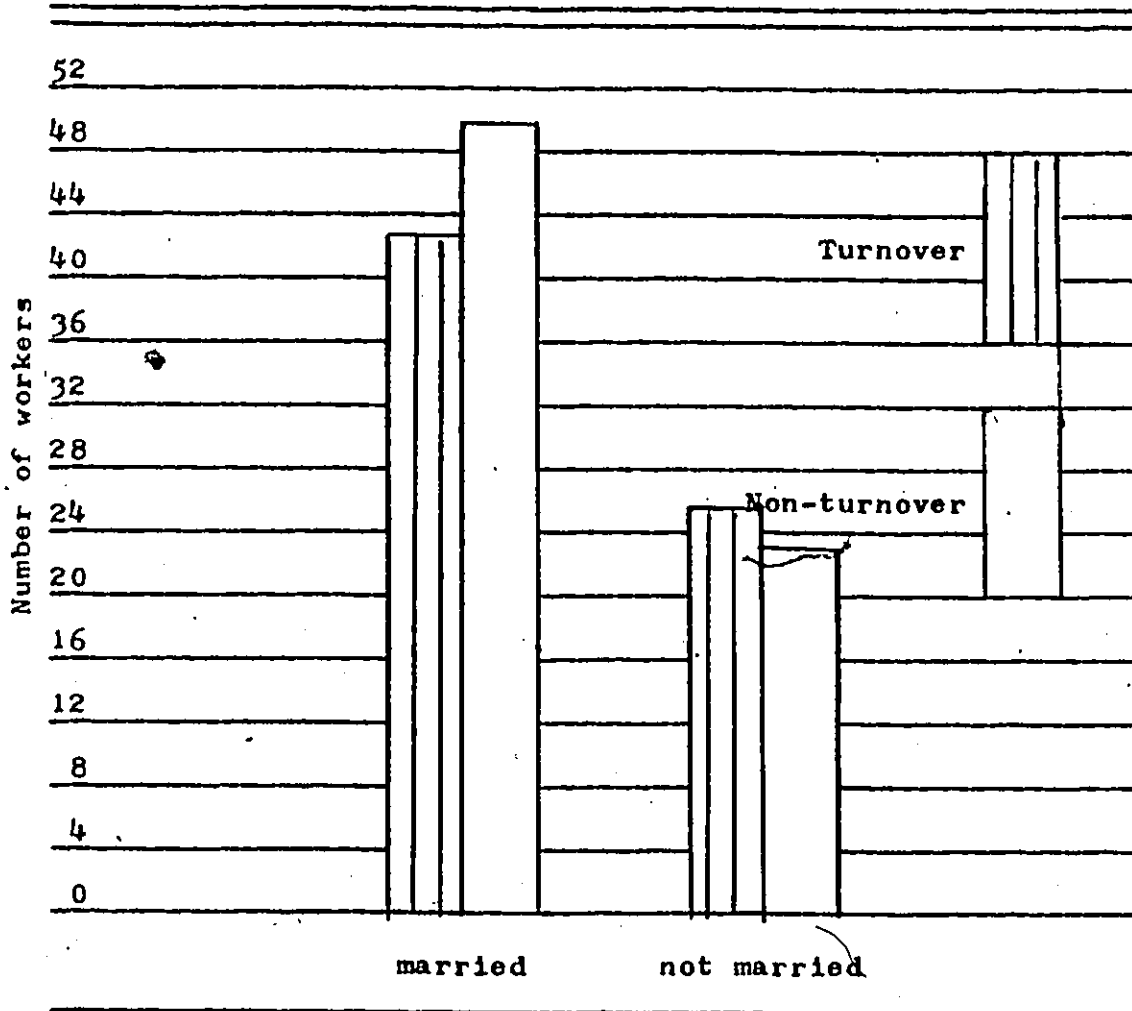
A Comparison of Turnover and Non-turnover Groups

The mode for both the turnover group and the non-turnover group was married. Of the turnover group's members, 62.3 percent were married, while 68.5 percent of the non-turnover group's members were married. (see Figure 3)

Although there was a difference of 9.4 percent between the percentage of married persons in the non-turnover group and the turnover group, it was not marked enough to suggest an hypothesis. Therefore, a null hypothesis was

suggested. A FIELD WORKER'S MARITAL STATUS HAD NO EFFECT ON HIS OR HER INVOLVEMENT IN TURNOVER.

FIGURE 3
MARITAL STATUS



Marital Status and Reasons for
Termination of Employment

Of forty-three married workers in the turnover group, 25.6 percent gave "better paying position" and 20.9 percent gave "moving from area" as their reasons for termination of employment with the Ministry.

There were twenty-six workers in the not married group. Of these, 30.8 percent gave "better paying position" as their reason for termination. Another 30.8 percent gave "other" as their reason for leaving the employ of the Ministry. (see table 20)

TABLE 20

MARITAL STATUS AND REASONS FOR
TERMINATION OF EMPLOYMENT

Marital status	Reasons for Termination of Employment								Total
	home respon- sibilities	moving from area	continued education	better paying position	poor health	maternity	inadequate performance	other	
Married . .	4	9	4	11	2	5	1	7	43
Not married	1	5	2	8	2	0	0	8	26
Total . .	5	14	6	22	5	5	1	17	69

$$\lambda_a = .04 \quad \chi^2 = 8.92 \quad df = 7 \quad \alpha = NS$$

The hypothesis that there was an association between marital status and reasons for termination was tested using Guttman's Coefficient of Predictability Asymmetrical. This coefficient of predictability indicated that there was a 4 percent reduction in error, in guessing reasons for termination on the basis of the knowledge of marital status. The significance of the association was tested using Pear-

son's Chi-square test. The chi-square value was found to be insignificant even at the .05 level for seven degrees of freedom. The null hypothesis was accepted. The conclusion that THERE WAS NO ASSOCIATION BETWEEN MARITAL STATUS AND REASONS FOR TERMINATION OF EMPLOYMENT was drawn.

Length of Employment

A Comparison of Turnover and Non-turnover Groups

The mean length of employment for the turnover group was 27.6 months. The mean length of employment for the non-turnover group was 37.8 months.

While thirty-seven members of the turnover group (49.3 percent) were employees of the Ministry for less than two years, only 19 of the non-turnover group (25.3 percent) had been employed for less than two years. The non-turnover group had forty-three workers (57.3 percent) who had been employed for more than four years. In the turnover group, only 21 (28.0 percent) had more than four years of employment as field workers. (see figure 4)

This analysis of data suggested an hypothesis that A FIELD WORKER WHO TERMINATED EMPLOYMENT DID SO EARLY IN HIS OR HER CAREER AS A FIELD WORKER.

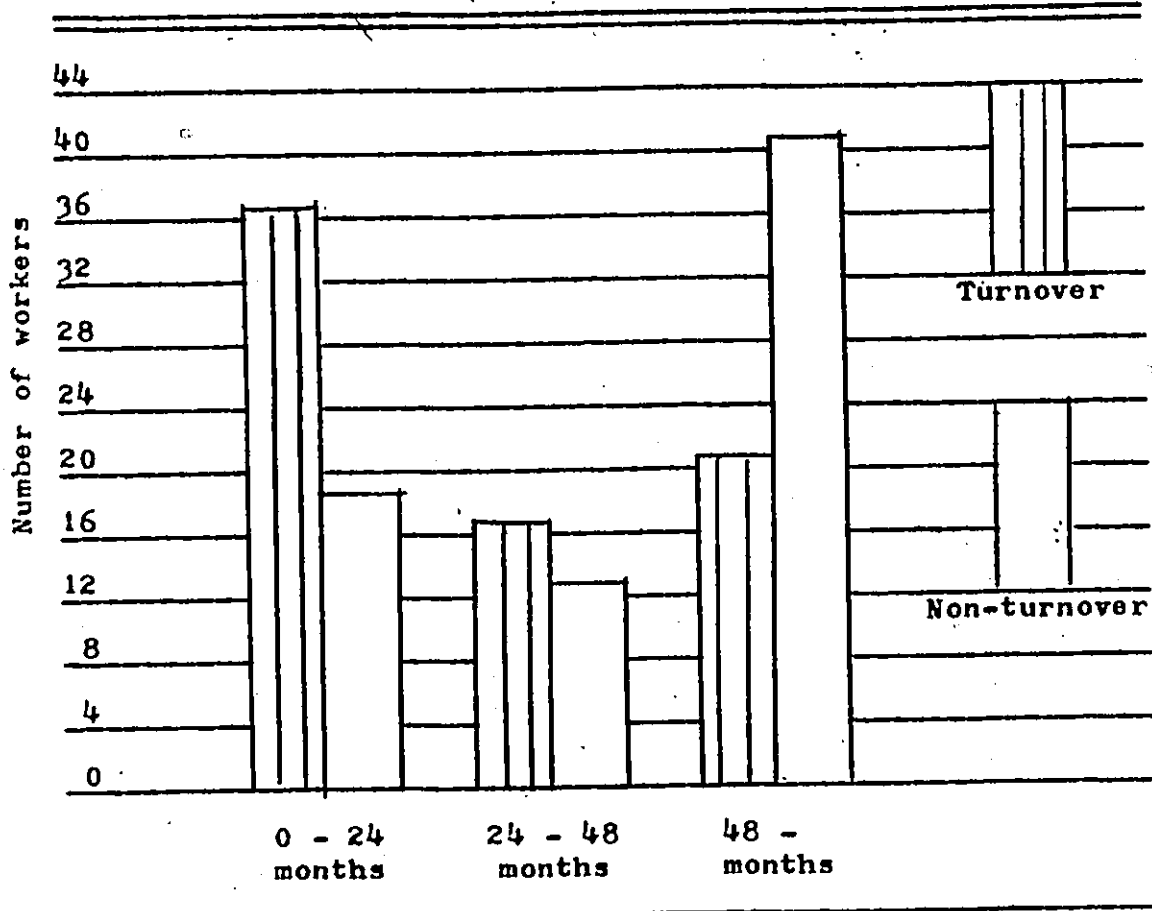
Length of Employment and Years of Education

Turnover Group

Of the thirty-seven workers with less than two years

FIGURE 4

LENGTH OF EMPLOYMENT



of employment, 67.6 percent had fifteen or more years of education. There were twenty-one workers with more than four years of experience as field workers. Of these, 71.4 percent had less than fifteen years of education. (see table 21)

The hypothesis that length of employment and years of education were associated was tested using Pearson's Coefficient of Correlation. This correlation indicated that 18 percent of the variance in years of education was negatively associated with the variation in length of em-

TABLE 21

LENGTH OF EMPLOYMENT AND
YEARS OF EDUCATION
(TURNOVER)

Length of Employment	Years of Education		
	less than 15 years	fifteen or more years	Total
Less than 24 months	12	25	37
24 - 48 months	8	9	17
More than 48 months	15	6	21
Total	35	40	75

$$r = -.42 \quad r^2 = .18, \quad \alpha = .01$$

ployment. Since the correlation was found to be significant at the .01 level, for both the one-tailed test and the two-tailed test, the null hypothesis was rejected. The conclusion that, within the turnover group, AS A FIELD WORKER'S YEARS OF EDUCATION INCREASED, HIS OR HER LENGTH OF EMPLOYMENT DECREASED was drawn.

Non-turnover Group

Of nineteen workers with less than two years of employment, 89.5 percent had fifteen or more than fifteen years of education. There were forty-three workers with more than four years of employment. Of these, 93.0 percent had less than fifteen years of education. (see table 22)

TABLE 22

LENGTH OF EMPLOYMENT AND
YEARS OF EDUCATION
(NON-TURNOVER)

Length of Employment	Years of Education		
	less than 15 years	fifteen or more years	Total
Less than 24 months .	2	17	19
24 - 48 months . . .	8	5	13
More than 48 months .	40	3	43
Total	50	25	75

$$r = -.70 \quad r^2 = .49 \quad \alpha = .01$$

The hypothesis that there was an association between length of employment and years of education was tested using Pearson's Coefficient of Correlation. This correlation indicated that 49 percent of the variance in years of education was associated with the variation in length of employment. The correlation was tested for significance and found to be significant at the .01 level, for both the one-tailed test and the two-tailed test. Therefore, the null hypothesis was rejected. The conclusion that, within the non-turnover group, AS A FIELD WORKER'S YEARS OF EDUCATION INCREASED, HIS OR HER LENGTH OF EMPLOYMENT DECREASED was drawn.

Length of Employment and Reasons
for Termination of Employment

Of the thirty-seven field workers who were employed

for less than two years, 27 percent gave "better paying position" and 24.3 percent gave "moving from area" as their reasons for terminating employment with the Ministry.

There were seventeen workers employed for between two and four years. Of these, 41.2 percent gave "better paying position" as their reason for leaving.

Of the twenty-one persons in the over four years of employment category, 28.6 percent gave "other", while 19 percent gave "better paying position" and 19 percent gave "moving from area" as their reasons for termination of employment. (see table 23)

TABLE 23

LENGTH OF EMPLOYMENT AND REASONS
FOR TERMINATION OF EMPLOYMENT

Length of Employment	Reasons for Termination of Employment								Total
	home responsibilities	moving from area	continued education	better paying position	poor health	maternity	inadequate performance	other	
Less than two years	2	9	2	10	0	5	1	8	37
2 - 4 years	2	1	1	8	1	0	0	3	17
More than 4 years	1	4	2	4	4	0	0	6	21
Total	5	14	6	22	5	5	1	17	75

$$\eta^2 = .35$$

$$\eta^2 = .13$$

$$F = 1.44$$

$$\alpha = NS$$

Q

The hypothesis that there was an association between length of employment and reasons for termination of employment was tested using the Correlation Ratio. The correlation indicated that 13 percent of the variance in length of employment was associated with the variation in reasons for termination. The significance of the correlation was tested using Fisher's Analysis of Variance. The correlation was not found to be significant even at the .05 level and the null hypothesis was accepted. The conclusion that THERE WAS NO SIGNIFICANT ASSOCIATION BETWEEN LENGTH OF EMPLOYMENT AND REASONS FOR TERMINATION OF EMPLOYMENT was drawn.

Type of Education

A Comparison of Turnover and Non-turnover Groups

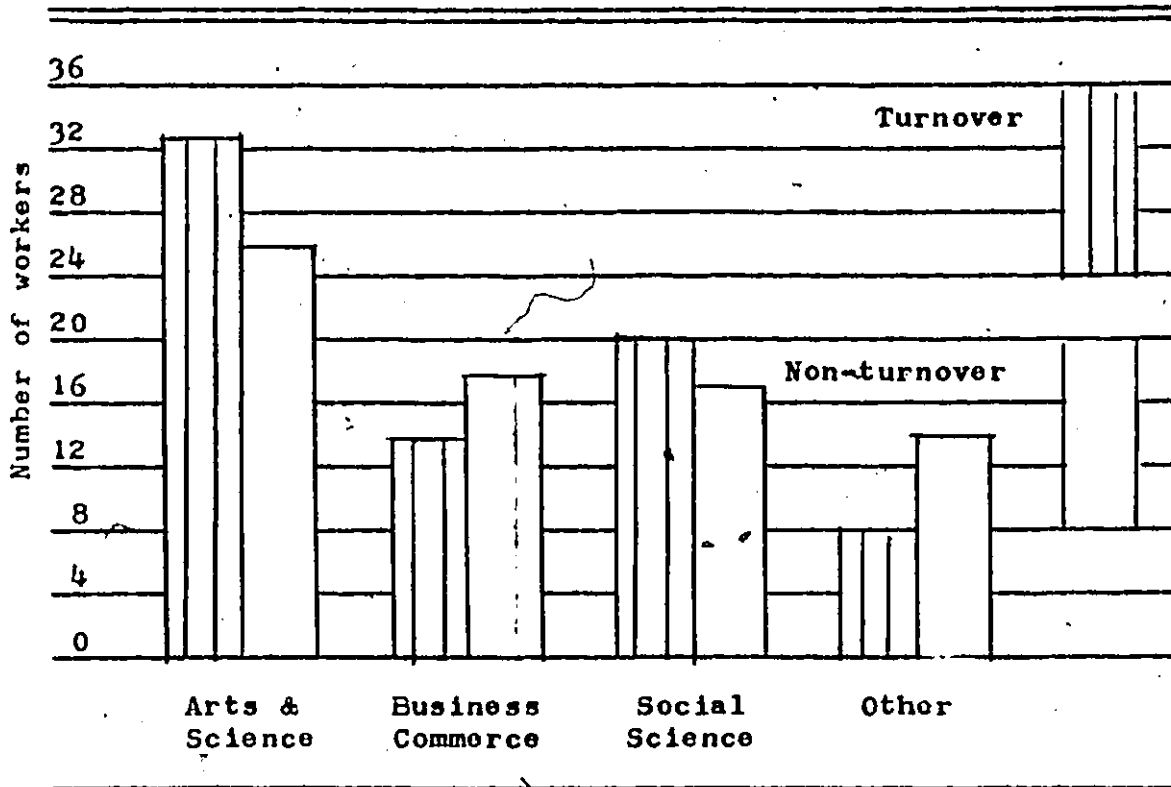
The mode for both the turnover and the non-turnover groups was arts and science. There were thirty-three workers with arts and science backgrounds in the turnover group and twenty-six in the non-turnover group. (see figure 5)

The minor difference in frequencies did not suggest a viable hypothesis. Therefore, the null hypothesis was suggested. THERE WAS NO ASSOCIATION BETWEEN A FIELD WORKER'S TYPE OF EDUCATION AND HIS OR HER INVOLVEMENT IN TURNOVER.

Type of Education and Reasons for Termination of Employment

Thirty-three workers had arts and science backgrounds in the turnover group. Of these, 45.5 percent gave "better paying position" or "moving from area" as their

FIGURE 5
TYPE OF EDUCATION



reasons for termination of employment. Forty-two of the workers had business and commerce, social science or other educational backgrounds. Of these, 33.2 percent gave "better paying position" or "moving from area" as their reasons for ending employment as field workers. (see table.24)

The hypothesis that there was an association between type of education and reasons for termination of employment was tested using Guttman's Coefficient of Predictability asymmetrical. There was a 9 percent reduction in error in guessing reasons for termination on the basis of a knowledge of type of education. The association was tested for signi-

TABLE 24

TYPE OF EDUCATION AND REASONS FOR
TERMINATION OF EMPLOYMENT

Type of Education	Reasons for Termination of Employment								Total
	home respon- sibilities	moving from area	continued education	better paying position	poor health	maternity	inadequate performance	other	
Arts and Science . .	2	6	0	9	3	2	0	11	33
Business and Commerce	0	6	3	3	1	0	0	1	14
Social Science . .	3	2	1	7	0	2	0	5	20
Other . . .	0	0	2	3	1	1	1	0	8
Total .	5	14	6	22	5	5	1	17	75

$$\lambda_a = .09 \quad \chi^2 = 37.01 \quad df = 21 \quad \alpha = .05$$

ficance using Pearson's Chi-square test. The chi-square value was found to be significant at the .05 level for 21 degrees of freedom. The null hypothesis was, therefore, rejected. The conclusion that THERE WAS A SIGNIFICANT ASSOCIATION BETWEEN TYPE OF EDUCATION AND REASONS FOR TERMINATION OF EMPLOYMENT was drawn.

Type of Education and Recommendations for
Future Employment with the Ministry

Of forty-six workers with arts and science or social science backgrounds, 89.1 percent were recommended for future

employment with the Ministry. Of the twenty-eight workers with business and commerce or other educational backgrounds, 86.2 percent were recommended for future employment with the Ministry. (see table 25)

TABLE 25

TYPE OF EDUCATION AND RECOMMENDATIONS FOR
FUTURE EMPLOYMENT WITH THE MINISTRY

Type of Education	Recommendations for Future Employment		
	recommended	not recommended	Total
Arts & Science and Social Science . . .	41	5	46
Business & Commerce and other	25	3	28
Total	66	8	74

$$\lambda_2 = .00 \quad \chi^2 = .66 \quad df = 1 \quad \alpha = NS$$

The hypothesis that type of education and recommendations were associated was tested using Guttman's Coefficient of Predictability asymmetrical. This coefficient indicated that there was no reduction in error in guessing recommendations on the basis of the knowledge of type of education. The significance of the association was tested using Pearson's Chi-square test. The chi-square value was found to be insignificant even at the .05 level with one degree of freedom. The null hypothesis was accepted. THERE WAS NO SIGNIFICANT ASSOCIATION BETWEEN A FIELD WORKER'S TYPE OF EDUCATION AND

HIS OR HER RECOMMENDATION FOR FUTURE EMPLOYMENT WITH THE
MINISTRY.

Years of Education

A Comparison of Turnover and
Non-turnover Groups

The mean years of education in the turnover group was 14.4 years. The members of the non-turnover group had a mean of 14.0 years of education.

There were forty workers in the turnover group with more than fourteen years of education, while there were only twenty-five members of the non-turnover group who had more than fourteen years of educational training. (see figure 6)

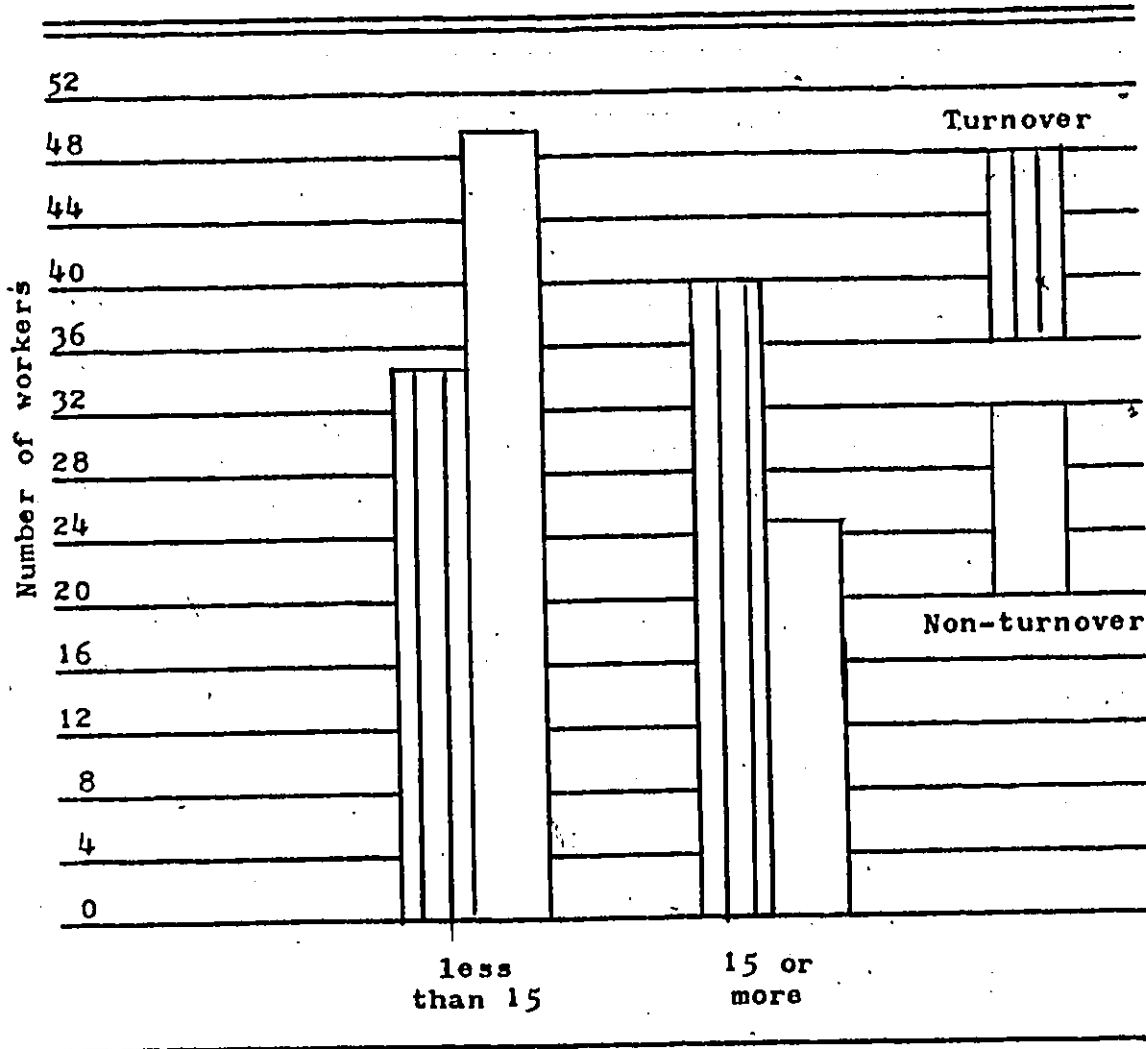
Years of Education and Reasons for
Termination of Employment

Of the thirty-five workers with less than fifteen years of education, 28.6 percent gave "other", 25.7 percent gave "better paying position" and 22.9 percent gave "moving from area" as their reasons for termination.

Of the forty workers in the more than fourteen years of education category, 32.5 percent gave "better paying position" as their reason for termination. (see table 26)

The hypothesis that there was an association between years of education and reasons for termination was tested using the Correlation Ratio. The correlation indicated that 3 percent of the variance in years of education was associated with reasons for termination. The significance of this correlation was tested using Fisher's Analysis of Variance.

FIGURE 6
YEARS OF EDUCATION



The correlation was not found to be significant even at the .05 level. Therefore, the null hypothesis was accepted.

The conclusion that THERE WAS NO SIGNIFICANT ASSOCIATION BETWEEN A FIELD WORKER'S YEARS OF EDUCATION AND HIS OR HER REASON FOR TERMINATION OF EMPLOYMENT WITH THE MINISTRY was drawn.

TABLE 26

YEARS OF EDUCATION AND REASONS FOR
TERMINATION OF EMPLOYMENT

Years of Education	Reasons for Termination of Employment								Total
	home respon- sibilities	moving from area	continued education	better paying position	poor health	maternity	inadequate performance	other	
less than 15	2	8	3	9	3	0	0	10	35
15 or more .	3	6	3	13	2	5	1	7	40
Total .	5	14	6	22	5	5	1	17	75

$$\eta = .17 \quad \eta^2 = .03 \quad F = .38 \quad \alpha = NS$$

Geographic Location of Employment

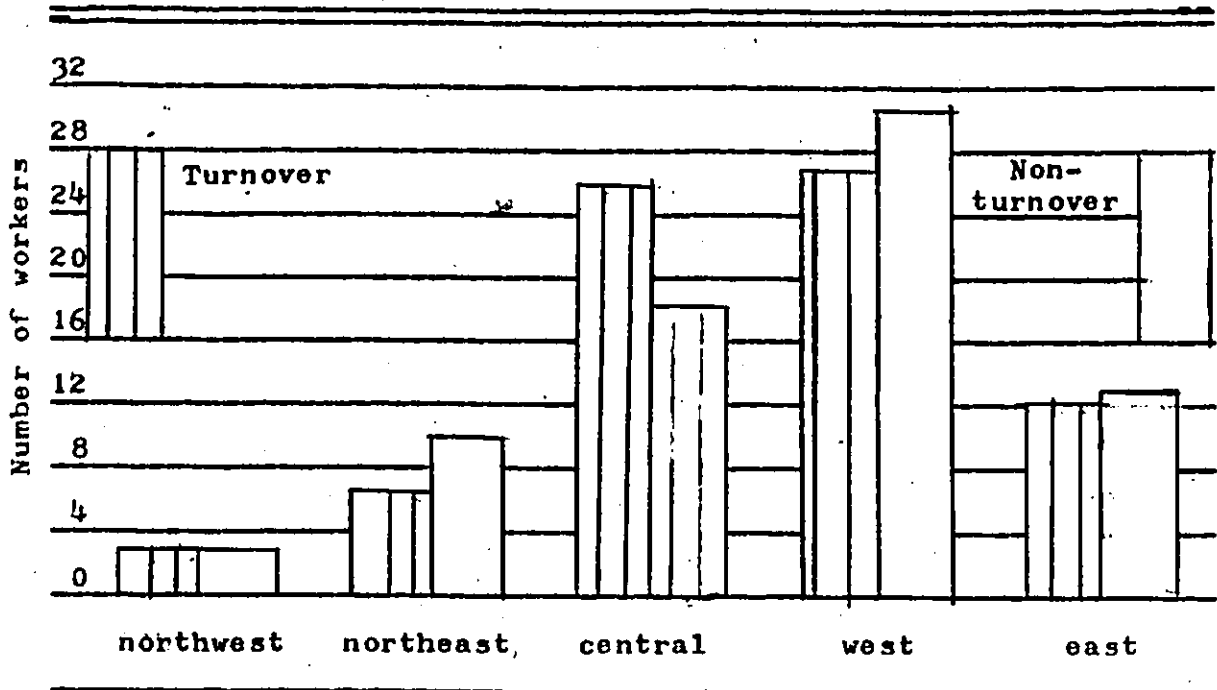
A Comparison of Turnover and
Non-turnover Groups

The mode for both groups was western region. The only region which had more members in the turnover group than in the non-turnover group, however, was the central region. (see figure 7)

The analysis of data suggested that THE CENTRAL REGION'S FIELD WORKERS WERE MORE LIKELY TO CONTRIBUTE TO STAFF TURNOVER THAN FIELD WORKERS FROM ANY OTHER REGION.

FIGURE 7

GEOGRAPHIC LOCATION OF EMPLOYMENT



Geographic Location of Employment and
Reasons for Termination
of Employment

There were twenty-six workers from the central region. Of these, 50 percent gave "better paying position" or "moving from area" as their reasons for termination. Of the forty-nine workers from the four other regions, 46.9 percent gave "better paying position" or "moving from area" as their reasons for termination. (see table 27)

The hypothesis that there was an association between geographic location of employment and reasons for termination was tested using Guttman's Coefficient of Predictability asymmetrical. The coefficient indicated that there was a 6 percent reduction in error in guessing reasons on the basis

TABLE 27

**GEOGRAPHIC LOCATION OF EMPLOYMENT AND
REASONS FOR TERMINATION
OF EMPLOYMENT**

Geographic Location	Reasons for Termination of Employment								
	home respon- sibilities	moving from area	continued education	better paying position	poor health	maternity	inadequate performance	other	Total
Northwest .	1	1	0	0	0	0	0	1	3
Northeast .	0	1	0	5	1	0	0	0	7
Central . .	2	6	3	7	1	1	0	6	26
West . . .	2	6	1	7	2	3	1	5	27
East . . .	0	0	2	3	1	1	0	5	12
Total .	5	14	6	22	5	5	1	17	75

$$\lambda_a = .06 \quad \chi^2 = 24.60 \quad df = 28 \quad \alpha = NS$$

of the knowledge of geographic location. This association was tested for significance using Pearson's Chi-square test. The chi-square value was not found to be significant even at the .05 level for 28 degrees of freedom. Therefore, the null hypothesis was accepted. The conclusion that THERE WAS NO SIGNIFICANT ASSOCIATION BETWEEN A FIELD WORKER'S GEOGRAPHIC LOCATION OF EMPLOYMENT AND HIS OR HER REASONS FOR TERMINATION OF EMPLOYMENT was drawn.

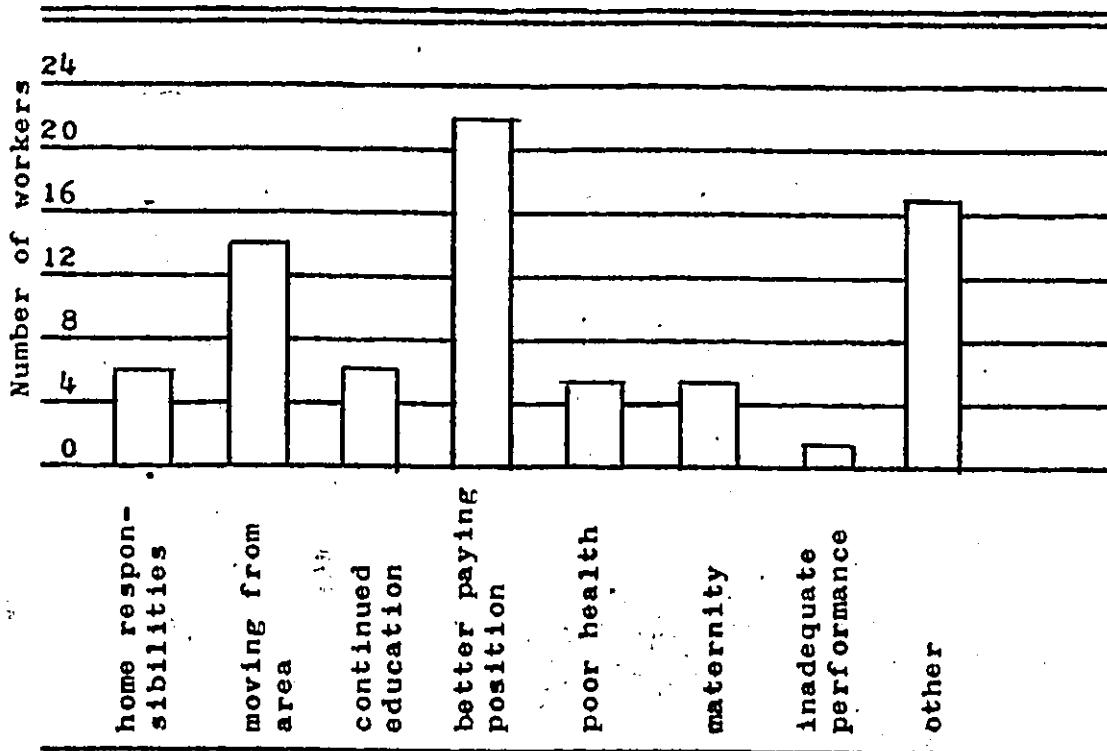
Reasons for Termination of Employment

The mode for reasons for termination of employment

was "better paying position". The members of the modal group and those who gave "moving from area" as their reason for leaving the Ministry represented 48 percent of the turnover group. (see figure 8)

FIGURE 8

REASONS FOR TERMINATION OF EMPLOYMENT



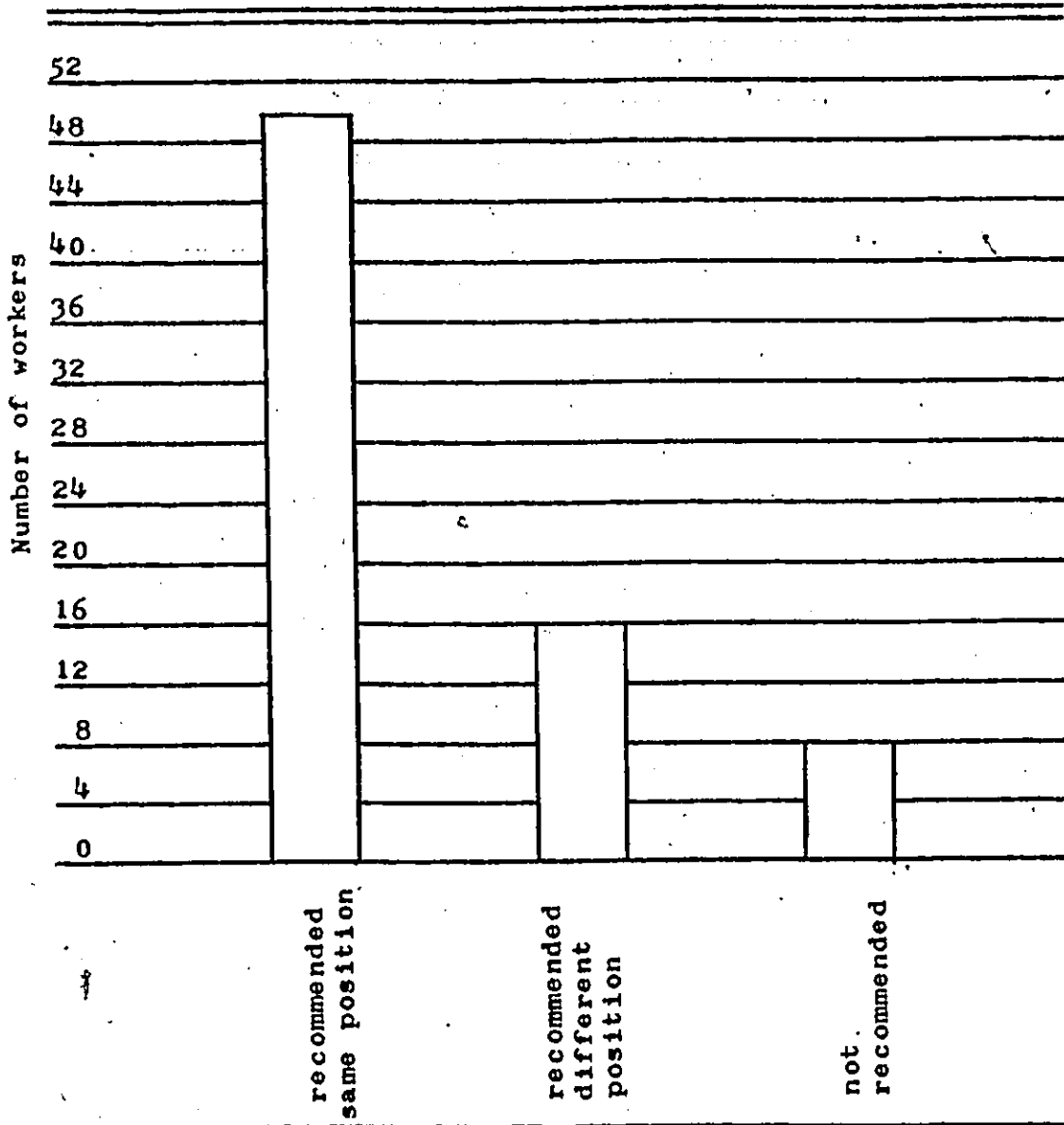
No viable hypothesis was suggested by this analysis of data.

Recommendations for Future Employment
with the Ministry

Fifty of the seventy-five field workers who terminated were recommended for the same position they held at time of termination. Sixteen were recommended for a

different position and eight were not recommended for future employment with the Ministry. (see figure 9)

FIGURE 9
RECOMMENDATIONS FOR FUTURE EMPLOYMENT WITH THE MINISTRY



The hypothesis that a FIELD WORKER WHO TERMINATED EMPLOYMENT WAS LIKELY TO BE RECOMMENDED FOR FUTURE EMPLOY-

MENT WITH THE MINISTRY was suggested by the data.

Recommendations for Future Employment
and Reasons for Termination
of Employment

Of the sixty-six workers recommended for future employment with the Ministry, either in the same or a different position, 33.3 percent gave "better paying position" and 19.7 percent gave "moving from area" as their reason for termination. Of the eight workers not recommended for future employment, 62.5 percent gave "other" as their reason for termination. (see table 28)

TABLE 28

RECOMMENDATIONS FOR FUTURE EMPLOYMENT
AND REASONS FOR TERMINATION
OF EMPLOYMENT

Recommendations	Reasons for Termination of Employment								Total
	home responsibilities	moving from area	continued education	better paying position	poor health	maternity	inadequate performance	other	
Recommended	5	13	5	22	5	5	0	11	66
Not recommended	0	1	1	0	0	0	1	5	8
Total	5	14	6	22	5	5	1	16	74

$$\lambda_a = .13 \quad X^2 = 29.32 \quad df = 14 \quad \alpha = .01$$

The hypothesis that there was an association between recommendations for future employment and reasons for termination of employment was tested using Guttman's Coefficient of Predictability asymmetrical. The coefficient indicated that there was a 13 percent reduction in error in guessing reasons for termination on the basis of knowledge of recommendations for future employment. The association was tested using Pearson's Chi-square test. Since the chi-square value was found to be significant at the .01 level for 14 degrees of freedom, the null hypothesis was rejected. The conclusion that THERE WAS A SIGNIFICANT ASSOCIATION BETWEEN RECOMMENDATIONS FOR FUTURE EMPLOYMENT AND REASONS FOR TERMINATION OF EMPLOYMENT was drawn.

Summary

In this chapter, comparative analysis of the turnover and non-turnover groups was undertaken with respect to each variable. Some classes within variables showed striking similarities or differences between the two groups.

In comparing the two groups, marked differences in age at time of employment, length of employment, years of education and geographic location of employment were suggested. It appeared that a higher rate of turnover occurred among workers who were young at time of employment (under 26), employed less than two years, better educated (fifteen or more years of education) and employed in the central region. The variables sex, marital status, and type of education did not appear to have any effect on turnover.

Members of the turnover group were most likely to be under twenty-six years of age at time of employment, female, married, employed by the Ministry for less than two years, have an arts and science educational background, have fifteen or more years of education, and be employed in the central region. Members of the non-turnover group were most likely to be between twenty-six and thirty-five years of age at time of employment, female, married, employed for more than four years, have an arts and science educational background, have less than fifteen years of education, and be employed in the western region.

Variable correlations within the turnover group and the non-turnover group indicated that there were significant associations between age at time of employment and length of employment within the non-turnover group (older workers tended to be employed longer), age at time of employment and years of education within the non-turnover group (older workers tended to be less well educated) and length of employment and years of education within both groups (better educated workers tended to be employed for shorter periods of time). There were no significant associations between sex and length of employment in either group.

Within the turnover group only, there were significant associations between type of education and reasons for termination of employment, and between reasons for termination and recommendations for future employment.

There were no significant associations between age at time of employment and reasons for termination, between age at time of employment and recommendations for future employment, between sex and reasons for termination, between marital status and reasons for termination, between length of employment and reasons for termination, between type of education and recommendations for future employment, between years of education and reasons for termination, and between geographic location of employment and reasons for termination.

CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

The purpose of this chapter is to present and discuss conclusions drawn from data analysis. These will focus on the study's four research questions. (see Chapter III) Recommendations with respect to Ministry personnel policy will be stated and followed by a presentation of the limitations of the study. The chapter will conclude with a number of suggestions for future research.

Variables that were analyzed in Chapter V and which were most pertinent to the formulation of conclusions were, age at time of employment, length of employment, years of education, reasons for termination of employment and recommendations for future employment with the Ministry.

Conclusions

The Ministry experienced a substantial increase in the rate of field worker turnover during the three year period studied: from 3.6 percent in 1972 to 12.6 percent in 1974. (see table 1) However, the rate of turnover of field workers remained well below levels indicated in the literature as common for public welfare organizations: Keppler, 35 percent; Pomeroy, et al., 25 - 40 percent; Linville, 26 percent. (see Chapter II, pp. 16-17)

It was not within the scope of this study to determine the reasons for this discrepancy. However, the authors speculate that two main factors may have been involved. First, most of the material which was available for the literature review was based on studies conducted in the United States and, therefore, may not have been a basis for valid comparison. Second, in this study, transfers within the Ministry, superannuations, retirements and deaths were deliberately excluded from the definition of turnover, whereas many of the studies in the literature review may have considered terminations due to these factors as turnover.

Of the seven variables common to both the turnover group and the non-turnover group, differences were observed in respect to:

1. Age at time of employment: 42.6 percent of the members of the turnover group were under twenty-six years of age, while 84.0 percent of the members of the non-turnover group were twenty-six years of age or older, (see figure 1) Age, as a factor associated with turnover, was not discussed in the literature.
2. Length of employment; while 49.3 percent of the members of the turnover group terminated within two years of being hired, 54.7 percent of the non-turnover group's members had four or more years of employment with the Ministry. (see figure 4) No extensive discussion of turnover which occurred shortly after hiring was dis-

cussed in the literature.

3. Years of education: 53.3 percent of the members of the turnover group had fifteen or more years of education, while 75.0 percent of the members of the non-turnover group had less than fifteen years of education. (see figure 6) This conclusion was consistent with the conclusions of studies reviewed in Chapter II. (see pp. 17-20)

No major differences between the turnover group and the non-turnover groups were observed in respect to sex, marital status, type of education or geographic location of employment. Neither were these variables discussed in the literature reviewed for this study.

Two variables pertained only to the turnover group: reasons for termination of employment and recommendations for future employment with the Ministry. Thus, for these two variables, comparisons between the turnover group and the non-turnover group were not possible. However, the following conclusions could be drawn.

1. The most commonly stated reason for a field worker's termination of employment was "better paying position". (see figure 8) Salary, as one factor involved in turnover, was discussed in the literature review. However, the bulk of that literature indicated that worker job dissatisfaction is usually the underlying reason for turnover, even for those workers who say they leave a position because it does not pay as well as they think

it should. (see Chapter II, pp. 17-21)

2. If job dissatisfaction, rather than insufficient or non-competitive salary, was the actual reason for field worker turnover, terminating workers did not report this reason to their employer.
3. Of the field workers that terminated, 88.0 percent were recommended for re-employment with the Ministry. (see figure 9) These workers who left must have been satisfactory workers and desirable employees in the eyes of their supervisors.

Fourteen correlations between variables which pertained to the turnover group were calculated. Although five of these correlations were found to be significant, only two were relevant to the specific purpose of this chapter.

1. As a field worker's age at time of employment increased, his or her length of employment increased. (see table 12)
2. As a field worker's years of education decreased, his or her length of employment increased. (see table 21)

Three of four correlations between variables pertaining to the non-turnover group were relevant to the formulation of conclusions in this chapter.

1. As a field worker's age at time of employment increased, his or her length of employment increased. (see table 12)
2. As a field worker's age at time of employment increased, his or her years of education decreased. (see table 14)
3. As a field worker's years of education decreased, his

or her length of employment increased. (see table 22)

The general conclusion of this study is that field workers who were young (particularly those under twenty-six years of age at time of employment) and had high levels of education (fifteen or more years of formal training) were more likely to terminate their employment with the Ministry shortly after being hired (within two years of appointment date), while workers who were older (twenty-six years of age or more at time of employment) and less well educated (less than fifteen years of education) were more likely to remain as field workers with the Ministry for extended periods of time (more than four years).

Recommendations

The conclusions of this research study led to two major recommendations with respect to Ministry personnel policy. If the Ministry wishes to reduce the increasing rate of turnover it has experienced and increase the length of employment of its field workers, it should:

1. Reduce the number of young people who are hired to fill field worker positions.
2. Reduce the number of well educated people who are hired as field workers.

Limitations of the Study

Recommendations must always be understood within the limitations of the study in which they are made. In this study of field worker turnover, the following limita-

tions existed:

1. The study focussed on turnover which occurred during a three year period only. The reason for this is that it would have been far too inconvenient and time-consuming to obtain the files of workers who had terminated employment prior to 1972, since these files were kept in a different office and a different city altogether. Also, all personnel records prior to 1972 have been stripped down to the bare essentials, making it highly unlikely that all the information required for this study would have been available.
2. Because turnover and non-turnover were preselected variables, no variation in actual turnover behavior existed within the sub-populations. Therefore, it was impossible to test those hypotheses suggested by the comparison of data related to a variable in one group and the corresponding variable in the other group, since the combination of the two groups necessary for such statistical testing would have produced a biased sample of field workers.
3. Since existing files were used to collect data, only information about stated reasons for termination of employment was available. These stated reasons for termination may not have been the actual reasons for turnover.
4. This study dealt with only one of several aspects of personnel policy, i.e., turnover. Thus, conclusions

and recommendations are made without full knowledge or complete appreciation of other important aspects of a complex personnel management system.

Suggestions for Future Research

The conclusion of this study that related itself to the discrepancy between reasons for termination of employment, as stated by field workers, and reasons for turnover, as outlined in the literature review, is intriguing. Therefore, it is suggested that future research attempt to ascertain whether or not job dissatisfaction is the major contributing factor leading to turnover and underlying the other reasons for termination stated by field workers.

Such a study could use personal interviews with, or mailed questionnaires to, past employees of the Family Benefits Branch of the Ministry in order to collect data. Also, revised termination procedures which would allow for better determination of actual reasons for termination might serve as a means by which causes of the above mentioned discrepancy could be found.

A second suggestion for future research is that a project similar to this study in design be conducted in another public welfare organization. Such a study would allow for a comparison of results of the two endeavors.

A replication of the present study might be conducted and include a longer time period and a different definition of turnover to ascertain whether or not major

differences occurred due to research design changes.

Summary

In this chapter, conclusions drawn from data analysis were presented and discussed. Differences between the two groups in respect to age, length of employment and years of education were the basis for recommendations for changes in personnel policy. The limitations of the study were stated in order to advise the reader that this project is not seen by the authors as a final statement on field worker turnover. To conclude the chapter, several suggestions for future research in the general area of staff turnover were made.

APPENDIX A

LETTERS OF AUTHORIZATION



Ontario

Ministry of
Community and
Social Services

MEMORANDUM

DATE 25 November 1974

TO: Mr. J. Hunter, Director Personnel Services Branch 5th Floor, Hepburn Block TORONTO M7A 1E9	FROM: Third Floor 2090 Wyandotte St. E. Windsor N8Y 1E6
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SUBJECT: POSSIBILITY OF UTILIZING PERSONNEL RECORDS FOR THESIS

This year, I have agreed to take Mr. Ed Dolan, a student from the School of Social Work, University of Windsor. As he is a post-graduate student, he is required to write a thesis on some aspect of the social science field.

The topic selected by Mr. Dolan and another student, providing they obtain permission, is a research project dealing with the relationship between rates of turnover and academic qualifications of Field Workers in the Field Services Branch of the Ministry.

By way of assisting Mr. Dolan and the School of Social Work, I promised to contact you to determine the possibility of permitting the two students to spend a few days in your Branch searching the records of former employees with the intention of documenting information relevant to the above-mentioned characteristics.

Would you please consider this request and advise me at your earliest convenience. They are, as you will realize, trying to meet a deadline and are anxious for an early response.

Kindest regards.

D. J. Rooney
District Director

DJR/es



Ministry of
Community and
Social Services

Ontario

RECEIVED
MEMORANDUM
Ministry of
Community and Social Services

DEC 9 1974

DATE December 3, 1974

TO: Mr. D. Rooney District Director Windsor District Office	REGIONAL OFFICE: No. 22	FROM: Mr. J. Hunter Director Personnel Services
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RE: Utilizing Personnel
Records for Thesis

*Mr. Dolan
2 PM
P. Hunter
9.12.74*

In reference to your query regarding the utilization of material for Mr. Dolan's thesis, I am quite agreeable to providing access to our records for the purposes of this study within the confines of our own office.

I should mention as a forewarning that our office working conditions are not the best. It would be advisable if we could be provided with specific outlines regarding the study outline in order to have the records available and complete when Mr. Dolan arrives. As much advance notice as possible, in this regard, would be appreciated.

Could you advise if Mr. Dolan has taken an Oath of Secrecy: if not, we will draw up a statement of a similar nature.

/rmk

John Hunter



DATE 23 December 1974

TO: Mr. J. Hunter, Director
Personnel Services Branch
5th Floor, Hepburn Block
TORONTO M7A 1E9

FROM: District Office #22
Third Floor
2090 Wyandotte St. E.
Windsor N8Y 1E6

SUBJECT: UTILIZING PERSONNEL RECORDS FOR THESIS

Thank you for your memorandum of December 3, 1974, in which you agreed to provide access to Mr. Ed Dolan to personnel records for thesis purposes. Mr. Dolan's thesis topic is the relationship between turnover and academic qualifications of Field Workers in the Field Services Branch of the Ministry.

He would like to look at the records of a random sample of 100 Field Workers who have left the Ministry within the past three years (January 1, 1972 to December 31, 1974). The variables to be considered include age, sex, marital status, academic qualifications, length of employment (appointment date to separation date), reasons for leaving, and any other information which may prove useful to the thesis. The forms that would be most likely to contain this information include applications for employment, letters of resignation, separation notices, and any other documentation in the files that may provide background information.

Also, would you please advise me if a study of this kind has already been done by or for the Ministry? Some of the information required for Mr. Dolan's thesis may already have been collated and summarized and, consequently, would be of some assistance to him.

We appreciate the possibility of your concern for confidentiality and the security status of the records. Mr. Dolan is prepared to accept any process you feel is needed to clear him for the security level required.

DJR/es

D. J. Rooney
District Director

cc: Mr. E. Dolan ✓



Ministry of
Community and
Social Services

Ontario

MEMORANDUM

Ed.

DATE 28 January 1975

TO: Mr. J. Hunter, Director Personnel Services Branch 5th Floor, Hepburn Block TORONTO M7A 1E9	FROM: District Office #22 Third Floor 2090 Wyandotte St. E. Windsor N8Y 1E6
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SUBJECT: UTILIZING PERSONNEL RECORDS FOR THESES

Mr. Ed Dolan and his co-worker, Mr. Mel Anthony, would like to begin collecting data for their thesis during the week of February 17 - 22, 1975. Their thesis topic has been changed slightly, from a study of turnover to a comparative study of the characteristics of Field Workers who leave the Ministry and those who remain. The variables being considered remain the same; viz., age, sex, marital status, academic qualifications, length of employment, geographic location, turnover, and reasons for leaving. If it is at all possible, Mr. Dolan and Mr. Anthony would like to have some idea, before they arrive in Toronto, of how many separate files would be represented by Field Workers hired between January 1/73 and December 31/74, and whether or not the files of those workers who have left the Ministry are kept separate from those who have remained. Any other information about the nature of the contents of the personnel records would be greatly appreciated.

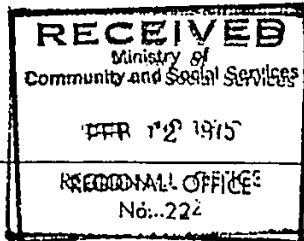
I hope that these plans for utilizing the personnel records are satisfactory.

DJR/es

D. J. Rooney
District Director



Ontario



Ministry of
Community and
Social
Services

Parliament Buildings
Queen's Park
Toronto Ontario
M7A 1E9

Personnel Services,
5th Floor,
Hepburn Block.

February 7, 1975.

MEMORANDUM TO: Mr. W. Rooney
District Director
Windsor District Office

RE: Utilizing Personnel Records
For Thesis

*Mr Dolan
DJA*

I apologize for the considerable delay in replying to your second memorandum of December 23, 1974 in which you outlined the type of information which Mr. Dolan will require to complete his thesis.

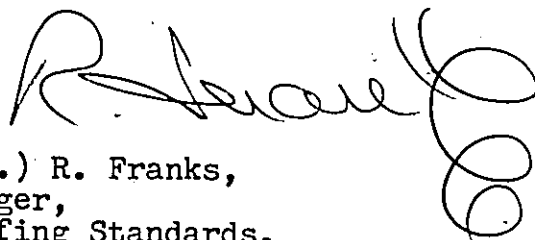
Such material as applications for employment, letters of resignation and separation notices should be available on each separated field worker file for the period, January 1, 1972 to December 31, 1974. In many instances, we should also have a report of exit interviews on file. Files on employees who terminated prior to January 1, 1973 have been stripped to the essential documents but will still contain the data which Mr. Dolan needs. These files are stored in Cooksville, but are available quite quickly on request.

I have checked on the subject of a study conducted by Dr. Lindy of our Research Branch a few years ago, but the topic was considerably different from that proposed by Mr. Dolan. To my knowledge, this thesis topic has not been pursued previously.

We can administer an amended Oath of Office and Secrecy to Mr. Dolan to provide us with coverage on the confidentially issue. We will endeavour to provide Mr. Dolan with working space in our office in order that he will have ready access to our records. I must admit that working conditions are not ideal here, so best to forewarn him.

As I will be away on vacation until March 3rd, 1975, I would suggest that you contact either Miss Ceri Dittrich (965-4701) or Miss Sandy McCormick (965-7991) Office Manager, if you wish to commence making specific arrangements.

258-3873
from Windsor



(Mrs.) R. Franks,
Manager,
Staffing Standards.

RF;wf

cc: Miss Ceri Dittrich
Miss Sandy McCormick

APPENDIX B

DATA COLLECTION GUIDELINE

1. AGE

16 - 20 (1)	31 - 35 (4)	46 - 50 (7)
21 - 25 (2)	36 - 40 (5)	51 - 55 (8)
26 - 30 (3)	41 - 45 (6)	56 - 60 (9)

2. SEX

Male (1) Female (2)

3. MARITAL STATUS

Married (1)	Single (2)	Divorced (3)
Widowed (4)	Unknown (5)	

4. LENGTH OF EMPLOYMENT (Months)

0 - 6 (1)	19 - 24 (4)	37 - 42 (7)
7 - 12 (2)	25 - 30 (5)	43 - 48 (8)
13 - 18 (3)	31 - 36 (6)	49 - (9)

5. TYPE OF EDUCATION

Arts and Science (1)	Social Science (3)
Business and Commerce (2)	Other (4)

6. YEARS OF EDUCATION

less than 12 (1)	14 (4)	17 (7)
12 (2)	15 (5)	18 (8)
13 (3)	16 (6)	More than 18 (9)

7. GEOGRAPHIC LOCATION OF EMPLOYMENT

Northwest (1)	East (4)
Northeast (2)	West (5)
Central (3)	

8. REASONS FOR TERMINATION OF EMPLOYMENT

Home responsibilities	(1)	Poor health	(5)
Moving from area	(2)	Maternity	(6)
Continued education	(3)	Inadequate	
Better paying position	(4)	performance	(7)
		Other	(8)

9. RECOMMENDATIONS FOR FUTURE EMPLOYMENT WITH THE MINISTRY

Recommended for same position	(1)
Recommended for different position	(2)
Not recommended	(3)
Other	(4)

APPENDIX C

DATA
(TURNOVER GROUP)

Identification Number	Age	Sex	Marital Status	Length of Employment	Type of Education	Years of Education	Geographic Location	Reasons for Termination	Recommendations
101	3	1	1	3	4	2	4	4	1
102	2	1	2	6	2	7	2	4	1
103	2	2	1	3	3	6	5	6	1
104	2	2	1	9	3	5	3	2	2
105	4	1	1	8	4	2	5	3	1
106	2	1	2	2	1	6	3	2	1
107	2	2	2	7	2	1	3	2	1
108	7	1	5	6	4	2	4	4	1
109	2	1	2	2	1	6	3	2	1
110	3	1	2	2	1	6	5	9	2
111	2	1	1	4	1	3	4	2	3
112	2	2	1	1	2	2	4	2	1
113	2	2	1	4	4	5	3	6	1
114	3	2	1	1	3	4	4	9	4
115	4	1	2	9	1	2	1	9	3
116	3	1	2	3	3	6	2	4	1
117	2	1	5	4	3	7	3	4	1
118	5	1	1	9	1	1	5	4	1
119	2	2	2	5	3	6	3	9	1
120	3	2	1	1	3	5	4	6	1
121	2	2	1	9	1	1	4	9	1
122	1	2	2	1	2	1	5	3	3
123	4	1	1	9	3	5	4	2	2
124	4	1	1	7	1	5	3	4	1
125	4	1	1	7	1	5	3	4	5

126	3	2	2	9	2	3	5	5	1
127	4	2	1	9	2	2	3	3	1
128	3	1	1	9	2	1	2	4	2
129	3	1	2	9	3	6	3	9	2
130	2	1	5	6	3	7	4	4	1
131	2	2	2	9	1	6	5	4	1
132	5	2	1	2	1	4	4	2	1
133	2	2	2	5	3	7	3	3	1
134	2	2	1	1	3	7	3	1	2
135	2	2	1	4	1	5	4	6	1
136	5	2	2	9	1	2	1	1	1
137	5	2	1	9	4	5	3	5	2
138	6	1	1	9	1	3	5	9	3
139	2	2	1	9	2	5	3	2	1
140	5	2	1	2	3	5	5	4	2
141	4	2	3	9	1	1	3	9	3
142	6	2	1	9	1	2	4	2	1
143	3	2	1	9	1	3	4	9	2
144	7	2	1	2	1	8	3	4	2
145	2	1	1	2	3	6	4	4	1
146	2	1	2	2	2	2	3	9	2
147	8	2	4	2	2	2	3	9	2
148	8	2	4	9	1	1	4	5	1
149	8	2	1	1	2	3	1	2	1
150	2	1	2	8	1	4	3	4	1
151	3	2	1	2	1	6	4	6	1
152	2	2	2	7	3	7	4	9	3
153	4	2	1	9	2	1	4	4	1
154	4	1	1	1	1	9	5	9	2
155	7	2	2	1	4	7	2	4	2
156	3	1	5	1	1	6	4	9	2
157	2	2	2	4	2	6	2	2	1
158	2	2	2	7	1	3	3	4	2
159	2	2	1	6	3	2	1	4	1
160	5	1	1	3	1	6	4	4	1
161	4	2	1	3	1	4	5	9	3
162	3	2	1	4	4	6	4	8	3
163	2	2	2	4	3	4	4	4	1
164	4	1	5	1	1	6	3	9	1
165	2	2	1	2	2	7	4	3	1
166	2	2	1	7	3	5	4	1	1
167	3	2	1	7	1	3	3	1	1
168	6	2	1	9	4	6	3	5	1
169	2	2	1	3	1	2	4	2	1
170	3	2	1	4	3	6	4	1	2

171	4	2	2	5	1	3	5	9	1
172	3	1	5	6	1	7	2	3	1
173	2	1	2	1	1	6	2	4	1
174	2	2	1	9	1	3	4	5	1
175	7	2	1	9	3	4	3	9	1

(NON-TURNOVER)

201	2	2	1	4	1	6	1
202	6	2	1	9	4	4	4
203	4	2	1	1	4	6	1
204	3	2	1	2	3	8	4
205	7	2	4	9	2	1	1
206	5	3	5	9	4	5	4
207	3	1	1	3	3	6	2
208	3	2	1	3	4	4	4
209	4	2	1	6	3	5	4
210	3	2	2	9	3	4	4
211	4	2	1	6	4	4	2
212	4	1	1	6	4	7	4
213	3	1	1	9	1	2	2
214	3	2	2	4	3	7	4
215	6	2	1	9	2	1	2
216	2	2	2	2	1	6	4
217	2	2	1	9	2	2	2
218	3	1	2	6	3	4	4
219	2	2	1	8	3	6	2
220	3	2	1	2	1	6	4
221	3	2	2	9	2	1	2
222	4	1	1	9	2	4	4
223	4	2	1	5	2	6	2
224	3	2	1	4	3	6	4
225	2	1	2	5	3	5	2
226	3	2	1	5	1	2	4
227	4	2	1	9	1	3	2
228	2	2	1	2	3	7	4
229	4	1	1	9	2	1	4
230	2	2	2	2	4	7	4
231	8	1	1	8	1	3	4
232	3	2	3	4	2	5	4
233	6	2	2	9	1	2	4
234	7	2	3	9	4	4	5
235	6	1	1	9	1	2	4

236	6	2	1	9	2	4	5
237	2	2	2	4	3	7	4
238	2	1	1	6	2	2	5
239	6	2	1	9	2	3	4
240	7	2	1	9	1	2	5
241	7	2	1	6	3	4	4
242	4	1	1	9	1	2	5
243	7	2	4	9	2	3	4
244	5	2	2	9	4	4	5
245	4	2	1	9	2	3	4
246	4	1	1	9	4	4	5
247	3	1	1	9	1	4	4
248	4	1	1	7	1	2	5
249	3	1	2	2	3	4	5
250	6	2	1	9	1	4	5
251	3	1	1	2	3	6	5
252	2	2	2	4	1	6	5
253	5	2	1	9	1	3	5
254	5	2	3	9	1	3	3
255	3	2	1	9	1	3	3
256	6	2	1	9	2	3	3
257	4	2	1	9	1	3	3
258	2	2	1	4	3	6	4
259	4	2	1	5	4	4	3
260	5	1	1	9	1	2	3
261	6	2	1	9	1	2	3
262	2	2	1	3	3	6	3
263	3	1	5	4	1	5	3
264	7	2	1	9	2	3	3
265	5	1	1	9	2	5	3
266	8	2	4	9	4	4	4
267	6	2	4	9	1	2	3
268	7	2	4	9	1	4	3
269	6	2	1	9	2	4	4
270	4	2	2	9	2	2	3
271	4	2	2	9	3	4	3
272	3	2	2	9	1	3	4
273	6	1	1	9	1	3	3
274	4	1	1	9	4	6	3
275	6	2	1	9	4	4	3

APPENDIX D

OFFICIAL PERSONNEL FORMS

1. Application for Employment
2. Separation Notice



APPLICATION FOR EMPLOYMENT

Ontario Public Service

Information requested in this application is treated as confidential and does not contravene The Ontario Human Rights Code. Any offer of employment arising from this application must comply with current Federal Manpower and Immigration legislation. Proof of educational qualifications may be required.

FILE NUMBER
POSITION APPLIED FOR
MINISTRY
SOCIAL INSURANCE NUMBER

Type or write legibly in dark ink. Answer as completely as possible.

1. PERSONAL INFORMATION	
FAMILY NAME	GIVEN NAME/S
MAIDEN/FAMILY NAME KNOWN TO REFERENCES, IF DIFFERENT FROM PREVIOUS	
ADDRESS NUMBER	STREET
CITY/TOWN	PROV.
P.O. CODE	PHONE RESIDENCE
	BUSINESS
GENERAL HEALTH/PHYSICAL DISABILITY AFFECTING EMPLOYMENT (Specify):	
WEIGHT	HEIGHT
LBS.	FT. INS.
DATE OF BIRTH	DA. MO. YR.
ENTITLED TO WORK IN CANADA BY REASON OF:	ARE YOU WILLING TO RE-LOCATE IN ONTARIO
<input type="checkbox"/> CANADIAN CITIZEN	<input type="checkbox"/> YES <input type="checkbox"/> NO
<input type="checkbox"/> LANDED IMMIGRANT STATUS	
<input type="checkbox"/> WORK PERMIT	
PREFERRED LOCATION/S	
DRIVER'S LICENCE	EMPLOYMENT IN THE ONTARIO PUBLIC SERVICE (Give Details In Part 3)
<input type="checkbox"/> CHAUFFEUR	<input type="checkbox"/> NONE
<input type="checkbox"/> OPERATOR	<input type="checkbox"/> PREVIOUS
<input type="checkbox"/> NONE	<input type="checkbox"/> PRESENT
DO YOU HAVE THE USE OF A CAR	EFFECTIVE DATES FROM TO
<input type="checkbox"/> YES <input type="checkbox"/> NO	MINISTRY AND LOCATION
DID YOU HAVE ALLIED ACTIVE WAR SERVICE	
<input type="checkbox"/> YES <input type="checkbox"/> NO	

2. EDUCATION (In Col. 6 below, specify only for highest level of academic achievement):						
TYPE OF SCHOOL	NAME AND LOCATION	DATES ATTEND. FROM TO		STATE/CIRCLE LAST COMPLETE GR./YR.	COURSE STUDIED OR DIPLOMA/DEGREE	OBTAINED YES NO
ELEMENTARY or SECONDARY (Location only)	1	2	3	4	5	6
TRADE or TECHNICAL				1 2 3 4 5		<input type="checkbox"/> <input type="checkbox"/>
BUSINESS or COMMERCIAL				1 2 3 4 5		<input type="checkbox"/> <input type="checkbox"/>
COLLEGE or UNIVERSITY				1 2 3 4 5		<input type="checkbox"/> <input type="checkbox"/>
OTHER (Specify)				1 2 3 4 5		<input type="checkbox"/> <input type="checkbox"/>
SPECIAL SKILLS (e.g. Shorthand, Typing, Dictaphone, Key punch, Business Machines)					LANGUAGE/S SPOKEN FLUENTLY, OTHER THAN ENGLISH	
CERTIFICATES, LICENCES AND PROFESSIONAL QUALIFICATIONS/MEMBERSHIPS						

7540-1062 (Formerly CSCI REV. 4/73)

3. EMPLOYMENT HISTORY (Present or most recent position first)

If your duties or responsibilities changed substantially with the same employer, record each change as a separate position.

If there is not sufficient space on this application, attach extra sheets as required. If resume is attached, complete left side of page.

PRESENT/LAST EMPLOYER & ADDRESS		TYPE OF BUSINESS	DESCRIBE DUTIES/RESPONSIBILITIES & SIGNIFICANT ACHIEVEMENT
POSITION TITLE		FINAL SALARY	
FROM	PERIOD OF EMPLOYMENT	TO	
MAY BE APPROACHED FOR A REFERENCE <input type="checkbox"/> YES <input type="checkbox"/> NO			
IMMEDIATE SUPERVISOR NAME & TITLE		PHONE	
REASON FOR LEAVING			
PREVIOUS EMPLOYER & ADDRESS		TYPE OF BUSINESS	DESCRIBE DUTIES/RESPONSIBILITIES & SIGNIFICANT ACHIEVEMENT
POSITION TITLE		FINAL SALARY	
FROM	PERIOD OF EMPLOYMENT	TO	
MAY BE APPROACHED FOR A REFERENCE <input type="checkbox"/> YES <input type="checkbox"/> NO			
IMMEDIATE SUPERVISOR NAME & TITLE		PHONE	
REASON FOR LEAVING			
PREVIOUS EMPLOYER & ADDRESS		TYPE OF BUSINESS	DESCRIBE DUTIES/RESPONSIBILITIES & SIGNIFICANT ACHIEVEMENT
POSITION TITLE		FINAL SALARY	
FROM	PERIOD OF EMPLOYMENT	TO	
MAY BE APPROACHED FOR A REFERENCE <input type="checkbox"/> YES <input type="checkbox"/> NO			
IMMEDIATE SUPERVISOR NAME & TITLE		PHONE	
REASON FOR LEAVING			



PERSONNEL BRANCH

SEPARATION NOTICE

PLEASE SEE INSTRUCTIONS
ON REVERSE

EMPLOYEES SHOULD PROVIDE 2 WEEKS NOTICE OF SEPARATION

To be completed by supervisor for all employees resigning from
Ministry, classified and unclassified. Do not complete for retirement,
transfer to another government ministry release or dismissal.

1) EMPLOYEE'S NAME	(SURNAME)	(INITIALS)
<input type="checkbox"/> MR; <input type="checkbox"/> MRS; <input type="checkbox"/> MISS;		
2) ADDRESS (HOME OR FORWARDING FOR NEXT 3 MONTHS)	(NUMBER)	(STREET)
CITY (TOWN ETC.)	PROVINCE	
3) BRANCH	SECTION and/or LOCATION 4)	SEPARATION DATE 5) / / (LAST WORKING DAY)
	POSITION CODE 4A)	

- 6) A. Please ensure that employee returns ministry property and/or equipment in his possession prior to separation.
B. Please advise employee that if an advance is outstanding it will be recovered by the Pay Office from monies owing.

7) A. REASONS FOR SEPARATION:

B. ATTENDANCE: _____

8) CHECK APPROPRIATE BOX:

- A. Would recommend for re-employment in same position
- B. Would recommend for re-employment in different position
- C. Would not recommend for re-employment

Give reasons for checking either B or C above: _____

9) OTHER COMMENTS; IF ANY:

SUPERVISOR'S SIGNATURE

DATE / /

NOTE: This form together with the employee's letter of resignation is to be immediately forwarded through the Branch Director's office to the Personnel Branch.

ITEM #2) Instruct separating employee to advise Personnel of any change of address.

5) Always indicate the last actual day at work.

7) B) Forward to Pay Office immediately any absence slips not yet submitted.

8) C) Where a recommendation is given against rehiring, it is unlikely the the Civil Service Commission would refer the person for any provincial government job in the future.

CONTACT THE PERSONNEL OFFICE FOR ANY FURTHER INFORMATION.

ORDER SUPPLIES OF THIS FORM FROM THE STOCKROOM.

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VITA

Melville W. Anthony was born on November 22, 1948, in Peterborough, Ontario. He completed his elementary education at St. Frances De Sales separate school, Douro Township, County of Peterborough, Ontario. His secondary education was obtained at St. Mary's College, Brockville, Ontario. Mr. Anthony entered Preliminary Year Arts at the University of Windsor in 1967. After pursuing studies in the undergraduate social work programme at the University of Windsor, Mr. Anthony graduated with a Bachelor of Social Work degree in 1972. In his final year of the undergraduate programme, he was placed for his field practicum at the Addiction Research Foundation, Windsor. Also, during that year, Mr. Anthony was class representative to the School of Social Work Assembly, an active member of the Appointment, Promotion and Tenure Committee, and a teaching assistant for the School of Social Work.

After graduation Mr. Anthony was employed by Rideau Regional Hospital School, a large retardation facility operated under the auspices of the Ontario Ministry of Health, situated near Smiths Falls, Ontario. After nearly two years of employment, he returned to the School of Social Work, University of Windsor, from which he expects to graduate in October 1975 with a Master of Social Work degree.

During the Masters year, Mr. Anthony was placed with the Vocational Rehabilitation Service Branch, Ministry of Community and Social Services, Windsor, Ontario, and was employed by the University of Windsor as a Teaching Assistant.

VITA

Edward F. Dolan was born on February 10, 1939, in Union City, New Jersey. He completed his elementary education at St. Michael's School, Union City, New Jersey. His secondary education was obtained at St. Michael's High School, Union City, New Jersey and Holy Cross Preparatory Seminary, Dunkirk, New York. He obtained his B.A. degree from the Passionist Monastic Seminary, Jamaica, New York, in 1962.

Mr. Dolan was ordained to the Roman Catholic priesthood in 1966. He subsequently was employed by the Children's Aid Society of Northumberland and Durham in Port Hope, Ontario, and by the Big Brothers Association of Cobourg-Port Hope District. Following employment he pursued studies in social work at the University of Windsor, from which he graduated with a Bachelor of Social Work degree in 1974. Continuing his studies at the University of Windsor, he expects to graduate in October 1975 with a Master of Social Work degree.

During the masters year, Mr. Dolan specialized in Social Work Administration and was placed at the District Office of the Ministry of Community and Social Services, Windsor, for his field practicum. He was also employed by the University of Windsor as a Teaching Assistant.