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An Analysis of Turnover Among the Civil Service Components of the Department of Defense Acquisitions and Medical Workforces

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- Examine determinants of turnover behavior in two subsets of the DoD civilian workforce:
  - DoD civilian medical personnel
  - DoD civilian acquisitions workforce
- The medical component is undergoing a significant transformation as the Defense Health Agency implements its 4-year transition plan
  - This study helps provide a baseline for turnover prior to the changes to facilitate future evaluations of the reorganization
- Understanding turnover within the acquisitions workforce helps provide understanding of potential human capital vulnerabilities to the acquisition system

2

- A growing number of papers have questioned the empirical practice of using survey data of turnover intention to proxy for turnover behavior
  - Cho & Lewis (2012)
  - Jung (2010)
  - Cohen et al. (2015) test intention vs. validity at the agency level and find that turnover intention only describes approximately 4.2% of quit-rate variance. Also, they found that a given set of factors that explain 59% of actual turnover behavior only explain 12% of the variance in turnover intention
  - Researchers have struggled to be able to get IRB approved access to individual-level turnover behavior data
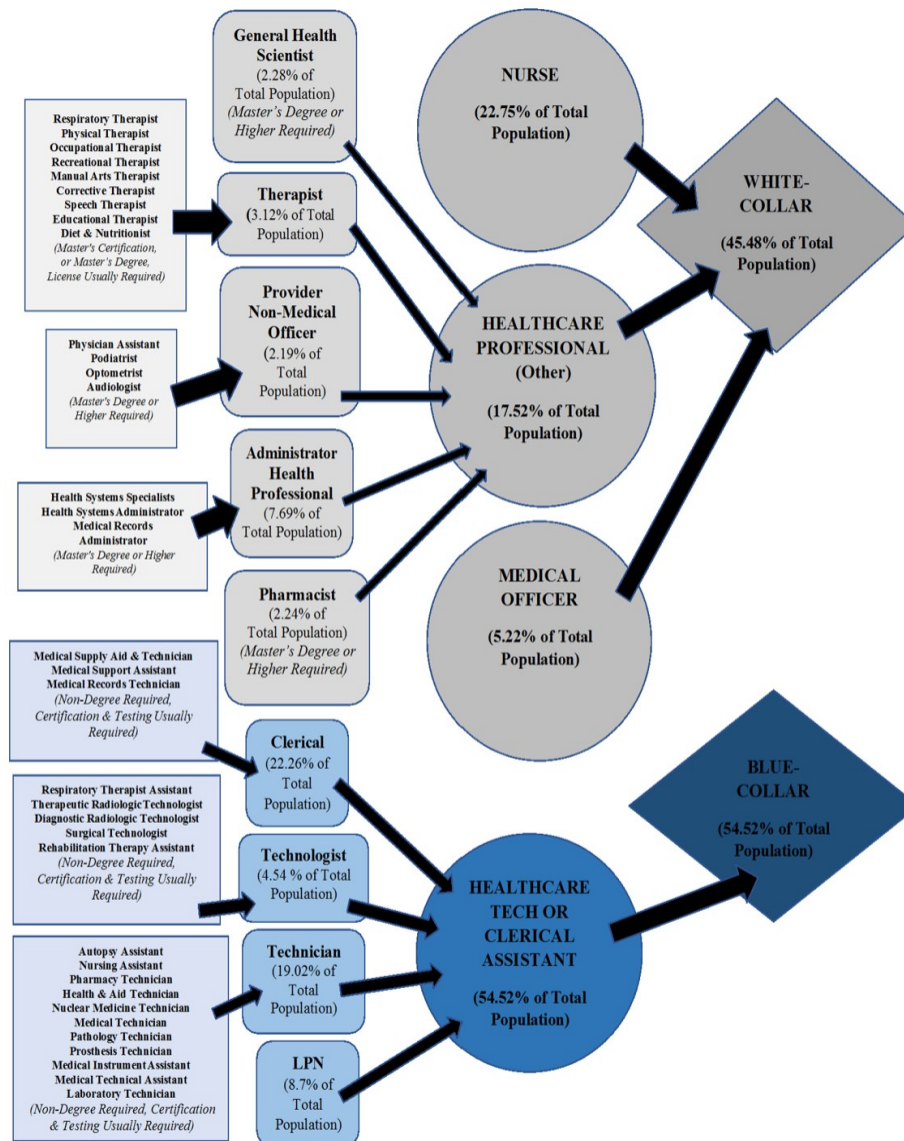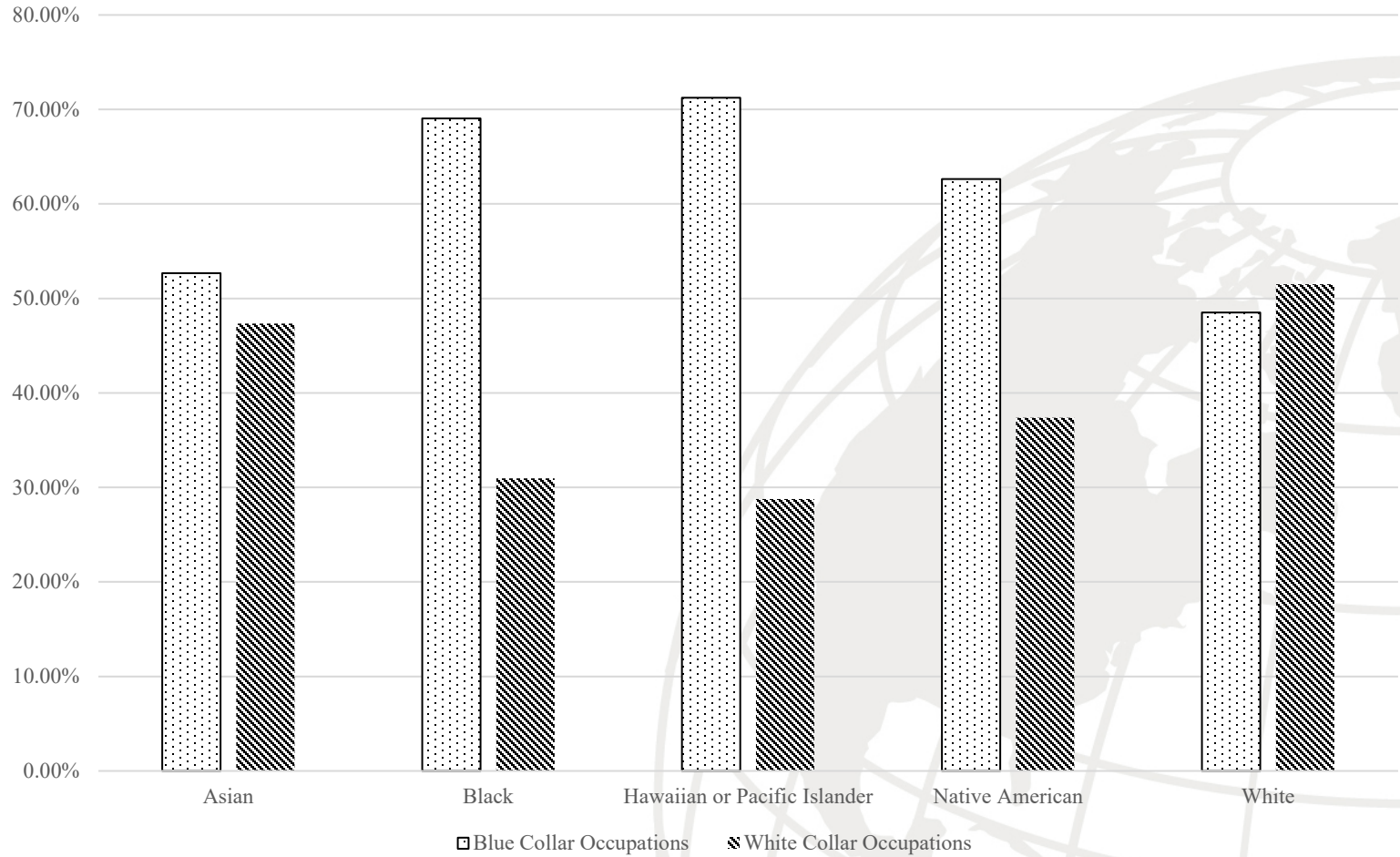
Figure 6. Racial Group Representation Across Occupation Type in the Medical Workforce

Variables	Nonretirement Eligible	Retirement Eligible
Sex	0.997	1.127
	(0.024)	(0.157)
Years of Service	0.863***	1.168***
	(0.005)	(0.050)
Year of Service^2	1.004***	0.997***
	(0)	(0.001)
Age	0.710***	1.097
	(0.007)	(0.103)
Age^2	1.003***	0.999
	(0.000)	(0.001)
Graduate Education	0.894***	0.617**
	(0.026)	(0.100)
College Graduate	0.892***	0.716**
	(0.024)	(0.117)
Less Than High School	1.515	0.880
	(0.446)	(0.973)
Medical Officer	1.226***	0.550***
	(0.067)	(0.114)
Administrative Health Professional	0.873***	1.474*
	(0.035)	(0.348)
Nurse	1.033	1.161
	(0.028)	(0.182)
Black	0.929***	0.638***
	(0.025)	(0.097)
Asian	0.698***	1.258
	(0.030)	(0.262)
Native American	0.908	0.843
	(0.101)	(0.488)
Hawaii or Pacific Islander	0.740***	0.587
	(0.078)	(0.368)
Constant	4,902.237***	0.010*
	(1334.304)	(0.025)
N	45,151	1,475
Pseudo R-Squared	0.049	0.089

All estimates have been converted to odds ratios.

Robust standard errors are in parentheses. WWW.NPS.EDU

*** p<0.01, ** p<0.05, * p<0.1

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