# Appendix A: Formulae for Various Rates Discussed

## Traditional Turnover Rate (over 12 months)

This rate is the most commonly used and comparable to current benchmarks.

## Enhanced Traditional Turnover Rate (over 365 days)

This rate has the benefit of being comparable to traditional turnover rates, while being slightly more accurate.

## Realized Turnover Rate (over 365 days)

This rate has the benefit of being the most accurate and easy to interpret *correctly*. It should also be noted that when separation and headcount numbers are large enough to yield interpretable ratios, this same rate can also be used at the month level, week level, or even day level to more closely monitor turnover. This rate also scales accurately across other levels of analysis (e.g., individual, group, organization). Notably, a similar approach can also be used to compute promotion rates, counterproductive behavior rates, and other metrics that involve a discrete set of opportunities and a subset of occurrences over a time period:

# Appendix B: Turnover Rate Comparisons With Example Data

Data below were generated for illustrative purposes but are based on real trends and scenarios observed by the author in dozens of organizations across economic sectors and geographic regions.

## Example 1:

After a reorganization and site closure in January 2018, a large portion of the employees at the consolidated site left the organization. The CEO’s dashboard shows the traditional turnover rate for the site at 900%. She wants to know how that is possible because the roles were not even back filled.

### Explanation

The CEO may be thinking that the roles have each turned over nine times but that is not the correct interpretation of a traditional turnover rate. The traditional turnover rate and even the enhanced turnover rate are misleading in this case because the number of terminations is so much larger than the number of employees in the organization before and after the restructuring. The realized turnover rate most clearly depicts the situation: Of the 6,080 opportunities employees had to leave the organization in the past year, 90 (1.48%) were realized.

Note: One could argue that the traditional 1-month turnover rate (93%) is sufficient here. However, a key advantage to the realized turnover rate is that it does not require the timeframe to be adjusted to make the metric look sensible; the metric and interpretation are consistently relevant.

### Rates:

|  |  |  |  |
| --- | --- | --- | --- |
|  | Traditional turnover rate (rolling 12 months) | Enhanced traditional turnover (rolling 365 days) | Realized turnover rate (rolling 12 months) |
| As of Feb 1, 2018 | 900.00% | 517.32% | 1.42% |

### Data:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date | Headcount | Separations | Daily turnover rate | Enhanced monthly turnover rate |
| 1-Jan-17 | 10 | 0 | 0% |  |
| 2-Jan-17 | 10 | 0 | 0% |  |
| 3-Jan-17 | 10 | 0 | 0% |  |
| 4-Jan-17 | 10 | 0 | 0% |  |
| 5-Jan-17 | 10 | 0 | 0% |  |
| 6-Jan-17 | 10 | 0 | 0% |  |
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| 15-Jan-17 | 10 | 0 | 0% |  |
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| 30-Jan-17 | 10 | 0 | 0% |  |
| 31-Jan-17 | 10 | 0 | 0% | 0.00% |
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| 24-Jan-18 | 100 | 0 | 0% |  |
| 25-Jan-18 | 100 | 0 | 0% |  |
| 26-Jan-18 | 100 | 0 | 0% |  |
| 27-Jan-18 | 100 | 0 | 0% |  |
| 28-Jan-18 | 100 | 0 | 0% |  |
| 29-Jan-18 | 100 | 0 | 0% |  |
| 30-Jan-18 | 100 | 90 | 90% |  |
| 31-Jan-18 | 10 | 0 | 0% | 92.69% |
| 1-Feb-18 | 10 | 0 | 0% |  |
| 2-Feb-18 | 10 | 0 | 0% |  |
| 3-Feb-18 | 10 | 0 | 0% |  |
| 4-Feb-18 | 10 | 0 | 0% |  |
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| 7-Feb-18 | 10 | 0 | 0% |  |
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| 20-Feb-18 | 10 | 0 | 0% |  |
| 21-Feb-18 | 10 | 0 | 0% |  |
| 22-Feb-18 | 10 | 0 | 0% |  |
| 23-Feb-18 | 10 | 0 | 0% |  |
| 24-Feb-18 | 10 | 0 | 0% |  |
| 25-Feb-18 | 10 | 0 | 0% |  |
| 26-Feb-18 | 10 | 0 | 0% |  |
| 27-Feb-18 | 10 | 0 | 0% |  |
| 28-Feb-18 | 10 | 0 | 0% | 0.00% |

*Note. Daily turnover rate = (separations on day/headcount that day) \* 100.*

*Enhanced monthly turnover rate = (separations in a month/average daily headcount that month) \* 100.*

## Example 2:

The leader of a sales division is building out his team for a product launch and wants to know if the turnover rate for his division is low or high compared to the rest of the organization and trending up or down over time. The traditional rolling 12-month turnover rate for the rest of the organization is 22%.

### Explanation

According to the traditional rolling 12-month turnover rates, the division’s turnover rate as of February 1, 2018 is below the rest of the organization (see table below). In contrast, the enhanced and realized turnover rates reflect the fact that the number of separations at the end of January 2018 is considerably higher than the rest of the organization’s rolling 12-month turnover rate.

Compared to the traditional rolling 12-month turnover rate, on January 1, 2018 it appears that turnover in the sales division is declining (30% vs. 20%). In contrast, the enhanced and realized turnover rates indicate that turnover has gone up (e.g., 31% to 58%). The increase in the rolling 12-month realized turnover rate from 0.08% to 0.16% provides even more intuitive information, suggesting that nearly twice as many turnover opportunities have been realized in the February 2017 thru January 2018 timeframe than in the January 2017 thru December 2017 timeframe.

### Rates:

|  |  |  |  |
| --- | --- | --- | --- |
|  | Traditional turnover rate (rolling 12 months) | Enhanced traditional turnover (rolling 365 days) | Realized turnover rate (rolling 12 months) |
| As of Jan 1, 2018 | 30.00% | 30.75% | 0.08% |
| As of Feb 1, 2018 | 20.00% | 57.62% | 0.16% |

### Data:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date | Headcount | Separations | Daily turnover rate | Enhanced monthly turnover rate |
| 1-Jan-17 | 10 | 0 | 0% |  |
| 2-Jan-17 | 10 | 0 | 0% |  |
| 3-Jan-17 | 10 | 0 | 0% |  |
| 4-Jan-17 | 10 | 0 | 0% |  |
| 5-Jan-17 | 10 | 0 | 0% |  |
| 6-Jan-17 | 10 | 0 | 0% |  |
| 7-Jan-17 | 10 | 0 | 0% |  |
| 8-Jan-17 | 10 | 0 | 0% |  |
| 9-Jan-17 | 10 | 0 | 0% |  |
| 10-Jan-17 | 10 | 0 | 0% |  |
| 11-Jan-17 | 10 | 0 | 0% |  |
| 12-Jan-17 | 10 | 0 | 0% |  |
| 13-Jan-17 | 10 | 0 | 0% |  |
| 14-Jan-17 | 10 | 0 | 0% |  |
| 15-Jan-17 | 10 | 0 | 0% |  |
| 16-Jan-17 | 10 | 0 | 0% |  |
| 17-Jan-17 | 10 | 0 | 0% |  |
| 18-Jan-17 | 10 | 0 | 0% |  |
| 19-Jan-17 | 10 | 0 | 0% |  |
| 20-Jan-17 | 10 | 0 | 0% |  |
| 21-Jan-17 | 10 | 0 | 0% |  |
| 22-Jan-17 | 10 | 0 | 0% |  |
| 23-Jan-17 | 10 | 0 | 0% |  |
| 24-Jan-17 | 10 | 0 | 0% |  |
| 25-Jan-17 | 10 | 0 | 0% |  |
| 26-Jan-17 | 10 | 0 | 0% |  |
| 27-Jan-17 | 10 | 0 | 0% |  |
| 28-Jan-17 | 10 | 0 | 0% |  |
| 29-Jan-17 | 10 | 0 | 0% |  |
| 30-Jan-17 | 10 | 0 | 0% |  |
| 31-Jan-17 | 10 | 0 | 0% | 0.00% |
| 1-Feb-17 | 10 | 0 | 0% |  |
| 2-Feb-17 | 10 | 0 | 0% |  |
| 3-Feb-17 | 10 | 0 | 0% |  |
| 4-Feb-17 | 10 | 0 | 0% |  |
| 5-Feb-17 | 10 | 0 | 0% |  |
| 6-Feb-17 | 10 | 0 | 0% |  |
| 7-Feb-17 | 10 | 0 | 0% |  |
| 8-Feb-17 | 10 | 0 | 0% |  |
| 9-Feb-17 | 10 | 0 | 0% |  |
| 10-Feb-17 | 10 | 0 | 0% |  |
| 11-Feb-17 | 10 | 0 | 0% |  |
| 12-Feb-17 | 10 | 0 | 0% |  |
| 13-Feb-17 | 10 | 0 | 0% |  |
| 14-Feb-17 | 10 | 0 | 0% |  |
| 15-Feb-17 | 10 | 0 | 0% |  |
| 16-Feb-17 | 10 | 0 | 0% |  |
| 17-Feb-17 | 10 | 0 | 0% |  |
| 18-Feb-17 | 10 | 0 | 0% |  |
| 19-Feb-17 | 10 | 0 | 0% |  |
| 20-Feb-17 | 10 | 0 | 0% |  |
| 21-Feb-17 | 10 | 0 | 0% |  |
| 22-Feb-17 | 10 | 0 | 0% |  |
| 23-Feb-17 | 10 | 0 | 0% |  |
| 24-Feb-17 | 10 | 0 | 0% |  |
| 25-Feb-17 | 10 | 0 | 0% |  |
| 26-Feb-17 | 10 | 0 | 0% |  |
| 27-Feb-17 | 10 | 0 | 0% |  |
| 28-Feb-17 | 10 | 0 | 0% | 0.00% |
| 1-Mar-17 | 10 | 0 | 0% |  |
| 2-Mar-17 | 10 | 0 | 0% |  |
| 3-Mar-17 | 10 | 0 | 0% |  |
| 4-Mar-17 | 10 | 0 | 0% |  |
| 5-Mar-17 | 10 | 0 | 0% |  |
| 6-Mar-17 | 10 | 0 | 0% |  |
| 7-Mar-17 | 10 | 0 | 0% |  |
| 8-Mar-17 | 10 | 0 | 0% |  |
| 9-Mar-17 | 10 | 0 | 0% |  |
| 10-Mar-17 | 10 | 0 | 0% |  |
| 11-Mar-17 | 10 | 0 | 0% |  |
| 12-Mar-17 | 10 | 0 | 0% |  |
| 13-Mar-17 | 10 | 0 | 0% |  |
| 14-Mar-17 | 10 | 0 | 0% |  |
| 15-Mar-17 | 10 | 0 | 0% |  |
| 16-Mar-17 | 10 | 0 | 0% |  |
| 17-Mar-17 | 10 | 0 | 0% |  |
| 18-Mar-17 | 10 | 0 | 0% |  |
| 19-Mar-17 | 10 | 0 | 0% |  |
| 20-Mar-17 | 10 | 0 | 0% |  |
| 21-Mar-17 | 10 | 0 | 0% |  |
| 22-Mar-17 | 10 | 0 | 0% |  |
| 23-Mar-17 | 10 | 0 | 0% |  |
| 24-Mar-17 | 10 | 0 | 0% |  |
| 25-Mar-17 | 10 | 0 | 0% |  |
| 26-Mar-17 | 10 | 0 | 0% |  |
| 27-Mar-17 | 10 | 0 | 0% |  |
| 28-Mar-17 | 10 | 0 | 0% |  |
| 29-Mar-17 | 10 | 0 | 0% |  |
| 30-Mar-17 | 10 | 0 | 0% |  |
| 31-Mar-17 | 10 | 1 | 10% | 10.00% |
| 1-Apr-17 | 9 | 0 | 0% |  |
| 2-Apr-17 | 9 | 0 | 0% |  |
| 3-Apr-17 | 9 | 0 | 0% |  |
| 4-Apr-17 | 9 | 0 | 0% |  |
| 5-Apr-17 | 9 | 0 | 0% |  |
| 6-Apr-17 | 9 | 0 | 0% |  |
| 7-Apr-17 | 9 | 0 | 0% |  |
| 8-Apr-17 | 9 | 0 | 0% |  |
| 9-Apr-17 | 9 | 0 | 0% |  |
| 10-Apr-17 | 9 | 0 | 0% |  |
| 11-Apr-17 | 9 | 0 | 0% |  |
| 12-Apr-17 | 9 | 0 | 0% |  |
| 13-Apr-17 | 9 | 0 | 0% |  |
| 14-Apr-17 | 9 | 0 | 0% |  |
| 15-Apr-17 | 9 | 0 | 0% |  |
| 16-Apr-17 | 9 | 0 | 0% |  |
| 17-Apr-17 | 9 | 0 | 0% |  |
| 18-Apr-17 | 9 | 0 | 0% |  |
| 19-Apr-17 | 9 | 0 | 0% |  |
| 20-Apr-17 | 9 | 0 | 0% |  |
| 21-Apr-17 | 9 | 0 | 0% |  |
| 22-Apr-17 | 9 | 0 | 0% |  |
| 23-Apr-17 | 9 | 0 | 0% |  |
| 24-Apr-17 | 9 | 0 | 0% |  |
| 25-Apr-17 | 9 | 0 | 0% |  |
| 26-Apr-17 | 9 | 0 | 0% |  |
| 27-Apr-17 | 9 | 0 | 0% |  |
| 28-Apr-17 | 9 | 0 | 0% |  |
| 29-Apr-17 | 9 | 0 | 0% |  |
| 30-Apr-17 | 10 | 0 | 0% | 0.00% |
| 1-May-17 | 10 | 0 | 0% |  |
| 2-May-17 | 10 | 0 | 0% |  |
| 3-May-17 | 10 | 0 | 0% |  |
| 4-May-17 | 10 | 0 | 0% |  |
| 5-May-17 | 10 | 0 | 0% |  |
| 6-May-17 | 10 | 0 | 0% |  |
| 7-May-17 | 10 | 0 | 0% |  |
| 8-May-17 | 10 | 0 | 0% |  |
| 9-May-17 | 10 | 0 | 0% |  |
| 10-May-17 | 10 | 0 | 0% |  |
| 11-May-17 | 10 | 0 | 0% |  |
| 12-May-17 | 10 | 0 | 0% |  |
| 13-May-17 | 10 | 0 | 0% |  |
| 14-May-17 | 10 | 0 | 0% |  |
| 15-May-17 | 10 | 0 | 0% |  |
| 16-May-17 | 10 | 0 | 0% |  |
| 17-May-17 | 10 | 0 | 0% |  |
| 18-May-17 | 10 | 0 | 0% |  |
| 19-May-17 | 10 | 0 | 0% |  |
| 20-May-17 | 10 | 0 | 0% |  |
| 21-May-17 | 10 | 0 | 0% |  |
| 22-May-17 | 10 | 0 | 0% |  |
| 23-May-17 | 10 | 0 | 0% |  |
| 24-May-17 | 10 | 0 | 0% |  |
| 25-May-17 | 10 | 0 | 0% |  |
| 26-May-17 | 10 | 0 | 0% |  |
| 27-May-17 | 10 | 0 | 0% |  |
| 28-May-17 | 10 | 0 | 0% |  |
| 29-May-17 | 10 | 0 | 0% |  |
| 30-May-17 | 10 | 0 | 0% |  |
| 31-May-17 | 10 | 0 | 0% | 0.00% |
| 1-Jun-17 | 10 | 0 | 0% |  |
| 2-Jun-17 | 10 | 0 | 0% |  |
| 3-Jun-17 | 10 | 0 | 0% |  |
| 4-Jun-17 | 10 | 0 | 0% |  |
| 5-Jun-17 | 10 | 0 | 0% |  |
| 6-Jun-17 | 10 | 0 | 0% |  |
| 7-Jun-17 | 10 | 0 | 0% |  |
| 8-Jun-17 | 10 | 0 | 0% |  |
| 9-Jun-17 | 10 | 0 | 0% |  |
| 10-Jun-17 | 10 | 0 | 0% |  |
| 11-Jun-17 | 10 | 0 | 0% |  |
| 12-Jun-17 | 10 | 0 | 0% |  |
| 13-Jun-17 | 10 | 0 | 0% |  |
| 14-Jun-17 | 10 | 0 | 0% |  |
| 15-Jun-17 | 10 | 0 | 0% |  |
| 16-Jun-17 | 10 | 0 | 0% |  |
| 17-Jun-17 | 10 | 0 | 0% |  |
| 18-Jun-17 | 10 | 0 | 0% |  |
| 19-Jun-17 | 10 | 0 | 0% |  |
| 20-Jun-17 | 10 | 0 | 0% |  |
| 21-Jun-17 | 10 | 0 | 0% |  |
| 22-Jun-17 | 10 | 0 | 0% |  |
| 23-Jun-17 | 10 | 0 | 0% |  |
| 24-Jun-17 | 10 | 0 | 0% |  |
| 25-Jun-17 | 10 | 0 | 0% |  |
| 26-Jun-17 | 10 | 0 | 0% |  |
| 27-Jun-17 | 10 | 0 | 0% |  |
| 28-Jun-17 | 10 | 0 | 0% |  |
| 29-Jun-17 | 10 | 0 | 0% |  |
| 30-Jun-17 | 10 | 1 | 10% | 10.00% |
| 1-Jul-17 | 9 | 0 | 0% |  |
| 2-Jul-17 | 9 | 0 | 0% |  |
| 3-Jul-17 | 9 | 0 | 0% |  |
| 4-Jul-17 | 9 | 0 | 0% |  |
| 5-Jul-17 | 9 | 0 | 0% |  |
| 6-Jul-17 | 9 | 0 | 0% |  |
| 7-Jul-17 | 9 | 0 | 0% |  |
| 8-Jul-17 | 9 | 0 | 0% |  |
| 9-Jul-17 | 9 | 0 | 0% |  |
| 10-Jul-17 | 9 | 0 | 0% |  |
| 11-Jul-17 | 9 | 0 | 0% |  |
| 12-Jul-17 | 9 | 0 | 0% |  |
| 13-Jul-17 | 9 | 0 | 0% |  |
| 14-Jul-17 | 9 | 0 | 0% |  |
| 15-Jul-17 | 9 | 0 | 0% |  |
| 16-Jul-17 | 9 | 0 | 0% |  |
| 17-Jul-17 | 9 | 0 | 0% |  |
| 18-Jul-17 | 9 | 0 | 0% |  |
| 19-Jul-17 | 9 | 0 | 0% |  |
| 20-Jul-17 | 9 | 0 | 0% |  |
| 21-Jul-17 | 9 | 0 | 0% |  |
| 22-Jul-17 | 9 | 0 | 0% |  |
| 23-Jul-17 | 9 | 0 | 0% |  |
| 24-Jul-17 | 9 | 0 | 0% |  |
| 25-Jul-17 | 9 | 0 | 0% |  |
| 26-Jul-17 | 9 | 0 | 0% |  |
| 27-Jul-17 | 9 | 0 | 0% |  |
| 28-Jul-17 | 9 | 0 | 0% |  |
| 29-Jul-17 | 9 | 0 | 0% |  |
| 30-Jul-17 | 9 | 0 | 0% |  |
| 31-Jul-17 | 10 | 0 | 0% | 0.00% |
| 1-Aug-17 | 10 | 0 | 0% |  |
| 2-Aug-17 | 10 | 0 | 0% |  |
| 3-Aug-17 | 10 | 0 | 0% |  |
| 4-Aug-17 | 10 | 0 | 0% |  |
| 5-Aug-17 | 10 | 0 | 0% |  |
| 6-Aug-17 | 10 | 0 | 0% |  |
| 7-Aug-17 | 10 | 0 | 0% |  |
| 8-Aug-17 | 10 | 0 | 0% |  |
| 9-Aug-17 | 10 | 0 | 0% |  |
| 10-Aug-17 | 10 | 0 | 0% |  |
| 11-Aug-17 | 10 | 0 | 0% |  |
| 12-Aug-17 | 10 | 0 | 0% |  |
| 13-Aug-17 | 10 | 0 | 0% |  |
| 14-Aug-17 | 10 | 0 | 0% |  |
| 15-Aug-17 | 10 | 0 | 0% |  |
| 16-Aug-17 | 10 | 0 | 0% |  |
| 17-Aug-17 | 10 | 0 | 0% |  |
| 18-Aug-17 | 10 | 0 | 0% |  |
| 19-Aug-17 | 10 | 0 | 0% |  |
| 20-Aug-17 | 10 | 0 | 0% |  |
| 21-Aug-17 | 10 | 0 | 0% |  |
| 22-Aug-17 | 10 | 0 | 0% |  |
| 23-Aug-17 | 10 | 0 | 0% |  |
| 24-Aug-17 | 10 | 0 | 0% |  |
| 25-Aug-17 | 10 | 0 | 0% |  |
| 26-Aug-17 | 10 | 0 | 0% |  |
| 27-Aug-17 | 10 | 0 | 0% |  |
| 28-Aug-17 | 10 | 0 | 0% |  |
| 29-Aug-17 | 10 | 0 | 0% |  |
| 30-Aug-17 | 10 | 0 | 0% |  |
| 31-Aug-17 | 10 | 0 | 0% | 0.00% |
| 1-Sep-17 | 10 | 0 | 0% |  |
| 2-Sep-17 | 10 | 0 | 0% |  |
| 3-Sep-17 | 10 | 0 | 0% |  |
| 4-Sep-17 | 10 | 0 | 0% |  |
| 5-Sep-17 | 10 | 0 | 0% |  |
| 6-Sep-17 | 10 | 0 | 0% |  |
| 7-Sep-17 | 10 | 0 | 0% |  |
| 8-Sep-17 | 10 | 0 | 0% |  |
| 9-Sep-17 | 10 | 0 | 0% |  |
| 10-Sep-17 | 10 | 0 | 0% |  |
| 11-Sep-17 | 10 | 0 | 0% |  |
| 12-Sep-17 | 10 | 0 | 0% |  |
| 13-Sep-17 | 10 | 0 | 0% |  |
| 14-Sep-17 | 10 | 0 | 0% |  |
| 15-Sep-17 | 10 | 0 | 0% |  |
| 16-Sep-17 | 10 | 0 | 0% |  |
| 17-Sep-17 | 10 | 0 | 0% |  |
| 18-Sep-17 | 10 | 0 | 0% |  |
| 19-Sep-17 | 10 | 0 | 0% |  |
| 20-Sep-17 | 10 | 0 | 0% |  |
| 21-Sep-17 | 10 | 0 | 0% |  |
| 22-Sep-17 | 10 | 0 | 0% |  |
| 23-Sep-17 | 10 | 0 | 0% |  |
| 24-Sep-17 | 10 | 0 | 0% |  |
| 25-Sep-17 | 10 | 0 | 0% |  |
| 26-Sep-17 | 10 | 0 | 0% |  |
| 27-Sep-17 | 10 | 0 | 0% |  |
| 28-Sep-17 | 10 | 0 | 0% |  |
| 29-Sep-17 | 10 | 0 | 0% |  |
| 30-Sep-17 | 10 | 1 | 10% | 10.00% |
| 1-Oct-17 | 9 | 0 | 0% |  |
| 2-Oct-17 | 9 | 0 | 0% |  |
| 3-Oct-17 | 9 | 0 | 0% |  |
| 4-Oct-17 | 9 | 0 | 0% |  |
| 5-Oct-17 | 9 | 0 | 0% |  |
| 6-Oct-17 | 9 | 0 | 0% |  |
| 7-Oct-17 | 9 | 0 | 0% |  |
| 8-Oct-17 | 9 | 0 | 0% |  |
| 9-Oct-17 | 9 | 0 | 0% |  |
| 10-Oct-17 | 9 | 0 | 0% |  |
| 11-Oct-17 | 9 | 0 | 0% |  |
| 12-Oct-17 | 9 | 0 | 0% |  |
| 13-Oct-17 | 9 | 0 | 0% |  |
| 14-Oct-17 | 9 | 0 | 0% |  |
| 15-Oct-17 | 9 | 0 | 0% |  |
| 16-Oct-17 | 9 | 0 | 0% |  |
| 17-Oct-17 | 9 | 0 | 0% |  |
| 18-Oct-17 | 9 | 0 | 0% |  |
| 19-Oct-17 | 9 | 0 | 0% |  |
| 20-Oct-17 | 9 | 0 | 0% |  |
| 21-Oct-17 | 9 | 0 | 0% |  |
| 22-Oct-17 | 9 | 0 | 0% |  |
| 23-Oct-17 | 9 | 0 | 0% |  |
| 24-Oct-17 | 9 | 0 | 0% |  |
| 25-Oct-17 | 9 | 0 | 0% |  |
| 26-Oct-17 | 9 | 0 | 0% |  |
| 27-Oct-17 | 9 | 0 | 0% |  |
| 28-Oct-17 | 9 | 0 | 0% |  |
| 29-Oct-17 | 9 | 0 | 0% |  |
| 30-Oct-17 | 9 | 0 | 0% |  |
| 31-Oct-17 | 10 | 0 | 0% | 0.00% |
| 1-Nov-17 | 10 | 0 | 0% |  |
| 2-Nov-17 | 10 | 0 | 0% |  |
| 3-Nov-17 | 10 | 0 | 0% |  |
| 4-Nov-17 | 10 | 0 | 0% |  |
| 5-Nov-17 | 10 | 0 | 0% |  |
| 6-Nov-17 | 10 | 0 | 0% |  |
| 7-Nov-17 | 10 | 0 | 0% |  |
| 8-Nov-17 | 10 | 0 | 0% |  |
| 9-Nov-17 | 10 | 0 | 0% |  |
| 10-Nov-17 | 10 | 0 | 0% |  |
| 11-Nov-17 | 10 | 0 | 0% |  |
| 12-Nov-17 | 10 | 0 | 0% |  |
| 13-Nov-17 | 10 | 0 | 0% |  |
| 14-Nov-17 | 10 | 0 | 0% |  |
| 15-Nov-17 | 10 | 0 | 0% |  |
| 16-Nov-17 | 10 | 0 | 0% |  |
| 17-Nov-17 | 10 | 0 | 0% |  |
| 18-Nov-17 | 10 | 0 | 0% |  |
| 19-Nov-17 | 10 | 0 | 0% |  |
| 20-Nov-17 | 10 | 0 | 0% |  |
| 21-Nov-17 | 10 | 0 | 0% |  |
| 22-Nov-17 | 10 | 0 | 0% |  |
| 23-Nov-17 | 10 | 0 | 0% |  |
| 24-Nov-17 | 10 | 0 | 0% |  |
| 25-Nov-17 | 10 | 0 | 0% |  |
| 26-Nov-17 | 10 | 0 | 0% |  |
| 27-Nov-17 | 10 | 0 | 0% |  |
| 28-Nov-17 | 10 | 0 | 0% |  |
| 29-Nov-17 | 10 | 0 | 0% |  |
| 30-Nov-17 | 10 | 0 | 0% | 0.00% |
| 1-Dec-17 | 10 | 0 | 0% |  |
| 2-Dec-17 | 10 | 0 | 0% |  |
| 3-Dec-17 | 10 | 0 | 0% |  |
| 4-Dec-17 | 10 | 0 | 0% |  |
| 5-Dec-17 | 10 | 0 | 0% |  |
| 6-Dec-17 | 10 | 0 | 0% |  |
| 7-Dec-17 | 10 | 0 | 0% |  |
| 8-Dec-17 | 10 | 0 | 0% |  |
| 9-Dec-17 | 10 | 0 | 0% |  |
| 10-Dec-17 | 10 | 0 | 0% |  |
| 11-Dec-17 | 10 | 0 | 0% |  |
| 12-Dec-17 | 10 | 0 | 0% |  |
| 13-Dec-17 | 10 | 0 | 0% |  |
| 14-Dec-17 | 10 | 0 | 0% |  |
| 15-Dec-17 | 10 | 0 | 0% |  |
| 16-Dec-17 | 10 | 0 | 0% |  |
| 17-Dec-17 | 10 | 0 | 0% |  |
| 18-Dec-17 | 10 | 0 | 0% |  |
| 19-Dec-17 | 10 | 0 | 0% |  |
| 20-Dec-17 | 10 | 0 | 0% |  |
| 21-Dec-17 | 10 | 0 | 0% |  |
| 22-Dec-17 | 10 | 0 | 0% |  |
| 23-Dec-17 | 10 | 0 | 0% |  |
| 24-Dec-17 | 10 | 0 | 0% |  |
| 25-Dec-17 | 10 | 0 | 0% |  |
| 26-Dec-17 | 10 | 0 | 0% |  |
| 27-Dec-17 | 10 | 0 | 0% |  |
| 28-Dec-17 | 10 | 0 | 0% |  |
| 29-Dec-17 | 10 | 0 | 0% |  |
| 30-Dec-17 | 10 | 0 | 0% |  |
| 31-Dec-17 | 10 | 0 | 0% | 0.00% |
| 1-Jan-18 | 10 | 0 | 0% |  |
| 2-Jan-18 | 10 | 0 | 0% |  |
| 3-Jan-18 | 10 | 0 | 0% |  |
| 4-Jan-18 | 10 | 0 | 0% |  |
| 5-Jan-18 | 10 | 0 | 0% |  |
| 6-Jan-18 | 10 | 0 | 0% |  |
| 7-Jan-18 | 10 | 0 | 0% |  |
| 8-Jan-18 | 10 | 0 | 0% |  |
| 9-Jan-18 | 10 | 0 | 0% |  |
| 10-Jan-18 | 10 | 0 | 0% |  |
| 11-Jan-18 | 10 | 0 | 0% |  |
| 12-Jan-18 | 10 | 0 | 0% |  |
| 13-Jan-18 | 10 | 0 | 0% |  |
| 14-Jan-18 | 10 | 0 | 0% |  |
| 15-Jan-18 | 10 | 0 | 0% |  |
| 16-Jan-18 | 10 | 0 | 0% |  |
| 17-Jan-18 | 10 | 0 | 0% |  |
| 18-Jan-18 | 10 | 0 | 0% |  |
| 19-Jan-18 | 10 | 0 | 0% |  |
| 20-Jan-18 | 10 | 0 | 0% |  |
| 21-Jan-18 | 10 | 0 | 0% |  |
| 22-Jan-18 | 10 | 0 | 0% |  |
| 23-Jan-18 | 10 | 0 | 0% |  |
| 24-Jan-18 | 10 | 0 | 0% |  |
| 25-Jan-18 | 10 | 0 | 0% |  |
| 26-Jan-18 | 10 | 0 | 0% |  |
| 27-Jan-18 | 10 | 0 | 0% |  |
| 28-Jan-18 | 10 | 0 | 0% |  |
| 29-Jan-18 | 10 | 0 | 0% |  |
| 30-Jan-18 | 10 | 0 | 0% |  |
| 31-Jan-18 | 250 | 3 | 1% | 16.91% |

*Note. Daily turnover rate = (separations on day/headcount that day) \* 100.*

*Enhanced monthly turnover rate = (separations in a month/average daily headcount that month) \* 100.*

*A new hire is made at the end of every few months to replace the employees that separate. 240 new hires are made on January 31, 2018 to build out the team.*

## Example 3:

A small company with 100 employees is acquired on March 15, 2017, and they do not have accurate records of headcount or separations from before the acquisition. The leadership team of the parent company knows there was significant turnover in the first 2 months after the acquisition as well as considerable growth of the team via hiring. At the end of September, the parent company is keenly interested to know if the turnover rate is higher for the acquired company than the parent company. The traditional rolling 12-month turnover rate for the parent company is 11% but technically cannot be computed for the acquired company because they still do not have 12 months of headcount and separation data.

### Explanation

A traditional rolling 12-month turnover rate can be estimated based on the five and a half months of data they do have, but that would not account for seasonal fluctuations (e.g., turnover spikes at the end of the calendar year or just after bonus payouts). A traditional 1-month turnover rate can be calculated but will be misleading if it uses the typical month-end snapshot in the denominator. A more accurate comparison is accomplished using realized turnover rates.

### Turnover rates for each month:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Month | Parent company traditional 1-month turnover rate | Acquired group traditional 1-month turnover rate | Parent company realized 1-month turnover rate | Acquired group realized 1-month turnover rate |
| March | 0.92% | 100.00% | 0.03% | 5.56% |
| April | 1.17% | 25.00% | 0.04% | 0.85% |
| May | 0.86% | 1.00% | 0.03% | 0.03% |
| June | 1.05% | 0.67% | 0.04% | 0.03% |
| July | 0.94% | 0.60% | 0.03% | 0.03% |
| August | 1.15% | 0.57% | 0.04% | 0.03% |

### Data:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date | Headcount | Separations | Daily turnover rate | Enhanced monthly turnover rate |
| 1-Jan-17 | - | - | - |  |
| 2-Jan-17 | - | - | - |  |
| 3-Jan-17 | - | - | - |  |
| 4-Jan-17 | - | - | - |  |
| 5-Jan-17 | - | - | - |  |
| 6-Jan-17 | - | - | - |  |
| 7-Jan-17 | - | - | - |  |
| 8-Jan-17 | - | - | - |  |
| 9-Jan-17 | - | - | - |  |
| 10-Jan-17 | - | - | - |  |
| 11-Jan-17 | - | - | - |  |
| 12-Jan-17 | - | - | - |  |
| 13-Jan-17 | - | - | - |  |
| 14-Jan-17 | - | - | - |  |
| 15-Jan-17 | - | - | - |  |
| 16-Jan-17 | - | - | - |  |
| 17-Jan-17 | - | - | - |  |
| 18-Jan-17 | - | - | - |  |
| 19-Jan-17 | - | - | - |  |
| 20-Jan-17 | - | - | - |  |
| 21-Jan-17 | - | - | - |  |
| 22-Jan-17 | - | - | - |  |
| 23-Jan-17 | - | - | - |  |
| 24-Jan-17 | - | - | - |  |
| 25-Jan-17 | - | - | - |  |
| 26-Jan-17 | - | - | - |  |
| 27-Jan-17 | - | - | - |  |
| 28-Jan-17 | - | - | - |  |
| 29-Jan-17 | - | - | - |  |
| 30-Jan-17 | - | - | - |  |
| 31-Jan-17 | - | - | - | - |
| 1-Feb-17 | - | - | - |  |
| 2-Feb-17 | - | - | - |  |
| 3-Feb-17 | - | - | - |  |
| 4-Feb-17 | - | - | - |  |
| 5-Feb-17 | - | - | - |  |
| 6-Feb-17 | - | - | - |  |
| 7-Feb-17 | - | - | - |  |
| 8-Feb-17 | - | - | - |  |
| 9-Feb-17 | - | - | - |  |
| 10-Feb-17 | - | - | - |  |
| 11-Feb-17 | - | - | - |  |
| 12-Feb-17 | - | - | - |  |
| 13-Feb-17 | - | - | - |  |
| 14-Feb-17 | - | - | - |  |
| 15-Feb-17 | - | - | - |  |
| 16-Feb-17 | - | - | - |  |
| 17-Feb-17 | - | - | - |  |
| 18-Feb-17 | - | - | - |  |
| 19-Feb-17 | - | - | - |  |
| 20-Feb-17 | - | - | - |  |
| 21-Feb-17 | - | - | - |  |
| 22-Feb-17 | - | - | - |  |
| 23-Feb-17 | - | - | - |  |
| 24-Feb-17 | - | - | - |  |
| 25-Feb-17 | - | - | - |  |
| 26-Feb-17 | - | - | - |  |
| 27-Feb-17 | - | - | - |  |
| 28-Feb-17 | - | - | - | - |
| 1-Mar-17 | - | - | - |  |
| 2-Mar-17 | - | - | - |  |
| 3-Mar-17 | - | - | - |  |
| 4-Mar-17 | - | - | - |  |
| 5-Mar-17 | - | - | - |  |
| 6-Mar-17 | - | - | - |  |
| 7-Mar-17 | - | - | - |  |
| 8-Mar-17 | - | - | - |  |
| 9-Mar-17 | - | - | - |  |
| 10-Mar-17 | - | - | - |  |
| 11-Mar-17 | - | - | - |  |
| 12-Mar-17 | - | - | - |  |
| 13-Mar-17 | - | - | - |  |
| 14-Mar-17 | - | - | - |  |
| 15-Mar-17 | 100 | 50 | 50% |  |
| 16-Mar-17 | 50 | 0 | 0% |  |
| 17-Mar-17 | 50 | 0 | 0% |  |
| 18-Mar-17 | 50 | 0 | 0% |  |
| 19-Mar-17 | 50 | 0 | 0% |  |
| 20-Mar-17 | 50 | 0 | 0% |  |
| 21-Mar-17 | 50 | 0 | 0% |  |
| 22-Mar-17 | 50 | 0 | 0% |  |
| 23-Mar-17 | 50 | 0 | 0% |  |
| 24-Mar-17 | 50 | 0 | 0% |  |
| 25-Mar-17 | 50 | 0 | 0% |  |
| 26-Mar-17 | 50 | 0 | 0% |  |
| 27-Mar-17 | 50 | 0 | 0% |  |
| 28-Mar-17 | 50 | 0 | 0% |  |
| 29-Mar-17 | 50 | 0 | 0% |  |
| 30-Mar-17 | 50 | 0 | 0% |  |
| 31-Mar-17 | 50 | 0 | 0% | 94.44% |
| 1-Apr-17 | 100 | 50 | 50% |  |
| 2-Apr-17 | 200 | 0 | 0% |  |
| 3-Apr-17 | 200 | 0 | 0% |  |
| 4-Apr-17 | 200 | 0 | 0% |  |
| 5-Apr-17 | 200 | 0 | 0% |  |
| 6-Apr-17 | 200 | 0 | 0% |  |
| 7-Apr-17 | 200 | 0 | 0% |  |
| 8-Apr-17 | 200 | 0 | 0% |  |
| 9-Apr-17 | 200 | 0 | 0% |  |
| 10-Apr-17 | 200 | 0 | 0% |  |
| 11-Apr-17 | 200 | 0 | 0% |  |
| 12-Apr-17 | 200 | 0 | 0% |  |
| 13-Apr-17 | 200 | 0 | 0% |  |
| 14-Apr-17 | 200 | 0 | 0% |  |
| 15-Apr-17 | 200 | 0 | 0% |  |
| 16-Apr-17 | 200 | 0 | 0% |  |
| 17-Apr-17 | 200 | 0 | 0% |  |
| 18-Apr-17 | 200 | 0 | 0% |  |
| 19-Apr-17 | 200 | 0 | 0% |  |
| 20-Apr-17 | 200 | 0 | 0% |  |
| 21-Apr-17 | 200 | 0 | 0% |  |
| 22-Apr-17 | 200 | 0 | 0% |  |
| 23-Apr-17 | 200 | 0 | 0% |  |
| 24-Apr-17 | 200 | 0 | 0% |  |
| 25-Apr-17 | 200 | 0 | 0% |  |
| 26-Apr-17 | 200 | 0 | 0% |  |
| 27-Apr-17 | 200 | 0 | 0% |  |
| 28-Apr-17 | 200 | 0 | 0% |  |
| 29-Apr-17 | 200 | 0 | 0% |  |
| 30-Apr-17 | 200 | 0 | 0% | 25.42% |
| 1-May-17 | 200 | 0 | 0% |  |
| 2-May-17 | 200 | 0 | 0% |  |
| 3-May-17 | 200 | 0 | 0% |  |
| 4-May-17 | 200 | 0 | 0% |  |
| 5-May-17 | 200 | 0 | 0% |  |
| 6-May-17 | 200 | 0 | 0% |  |
| 7-May-17 | 200 | 0 | 0% |  |
| 8-May-17 | 200 | 0 | 0% |  |
| 9-May-17 | 200 | 0 | 0% |  |
| 10-May-17 | 200 | 0 | 0% |  |
| 11-May-17 | 200 | 0 | 0% |  |
| 12-May-17 | 200 | 0 | 0% |  |
| 13-May-17 | 200 | 0 | 0% |  |
| 14-May-17 | 200 | 0 | 0% |  |
| 15-May-17 | 200 | 0 | 0% |  |
| 16-May-17 | 200 | 0 | 0% |  |
| 17-May-17 | 200 | 0 | 0% |  |
| 18-May-17 | 200 | 0 | 0% |  |
| 19-May-17 | 200 | 0 | 0% |  |
| 20-May-17 | 200 | 0 | 0% |  |
| 21-May-17 | 200 | 0 | 0% |  |
| 22-May-17 | 200 | 0 | 0% |  |
| 23-May-17 | 200 | 0 | 0% |  |
| 24-May-17 | 200 | 0 | 0% |  |
| 25-May-17 | 200 | 0 | 0% |  |
| 26-May-17 | 200 | 0 | 0% |  |
| 27-May-17 | 200 | 0 | 0% |  |
| 28-May-17 | 200 | 0 | 0% |  |
| 29-May-17 | 200 | 0 | 0% |  |
| 30-May-17 | 200 | 0 | 0% |  |
| 31-May-17 | 200 | 2 | 1% | 1.00% |
| 1-Jun-17 | 198 | 0 | 0% |  |
| 2-Jun-17 | 198 | 0 | 0% |  |
| 3-Jun-17 | 198 | 0 | 0% |  |
| 4-Jun-17 | 198 | 0 | 0% |  |
| 5-Jun-17 | 198 | 0 | 0% |  |
| 6-Jun-17 | 198 | 0 | 0% |  |
| 7-Jun-17 | 198 | 0 | 0% |  |
| 8-Jun-17 | 198 | 0 | 0% |  |
| 9-Jun-17 | 198 | 0 | 0% |  |
| 10-Jun-17 | 198 | 0 | 0% |  |
| 11-Jun-17 | 198 | 0 | 0% |  |
| 12-Jun-17 | 198 | 0 | 0% |  |
| 13-Jun-17 | 198 | 0 | 0% |  |
| 14-Jun-17 | 198 | 0 | 0% |  |
| 15-Jun-17 | 198 | 0 | 0% |  |
| 16-Jun-17 | 198 | 0 | 0% |  |
| 17-Jun-17 | 198 | 0 | 0% |  |
| 18-Jun-17 | 198 | 0 | 0% |  |
| 19-Jun-17 | 198 | 0 | 0% |  |
| 20-Jun-17 | 198 | 0 | 0% |  |
| 21-Jun-17 | 198 | 0 | 0% |  |
| 22-Jun-17 | 198 | 0 | 0% |  |
| 23-Jun-17 | 198 | 0 | 0% |  |
| 24-Jun-17 | 198 | 0 | 0% |  |
| 25-Jun-17 | 198 | 0 | 0% |  |
| 26-Jun-17 | 198 | 0 | 0% |  |
| 27-Jun-17 | 198 | 0 | 0% |  |
| 28-Jun-17 | 198 | 0 | 0% |  |
| 29-Jun-17 | 198 | 0 | 0% |  |
| 30-Jun-17 | 300 | 2 | 1% | 0.99% |
| 1-Jul-17 | 298 | 3 | 1% |  |
| 2-Jul-17 | 295 | 0 | 0% |  |
| 3-Jul-17 | 295 | 0 | 0% |  |
| 4-Jul-17 | 295 | 0 | 0% |  |
| 5-Jul-17 | 295 | 0 | 0% |  |
| 6-Jul-17 | 295 | 0 | 0% |  |
| 7-Jul-17 | 295 | 0 | 0% |  |
| 8-Jul-17 | 295 | 0 | 0% |  |
| 9-Jul-17 | 295 | 0 | 0% |  |
| 10-Jul-17 | 295 | 0 | 0% |  |
| 11-Jul-17 | 295 | 0 | 0% |  |
| 12-Jul-17 | 295 | 0 | 0% |  |
| 13-Jul-17 | 295 | 0 | 0% |  |
| 14-Jul-17 | 295 | 0 | 0% |  |
| 15-Jul-17 | 295 | 0 | 0% |  |
| 16-Jul-17 | 295 | 0 | 0% |  |
| 17-Jul-17 | 295 | 0 | 0% |  |
| 18-Jul-17 | 295 | 0 | 0% |  |
| 19-Jul-17 | 295 | 0 | 0% |  |
| 20-Jul-17 | 295 | 0 | 0% |  |
| 21-Jul-17 | 295 | 0 | 0% |  |
| 22-Jul-17 | 295 | 0 | 0% |  |
| 23-Jul-17 | 295 | 0 | 0% |  |
| 24-Jul-17 | 295 | 0 | 0% |  |
| 25-Jul-17 | 295 | 0 | 0% |  |
| 26-Jul-17 | 295 | 0 | 0% |  |
| 27-Jul-17 | 295 | 0 | 0% |  |
| 28-Jul-17 | 295 | 0 | 0% |  |
| 29-Jul-17 | 295 | 0 | 0% |  |
| 30-Jul-17 | 295 | 0 | 0% |  |
| 31-Jul-17 | 500 | 0 | 0% | 0.99% |
| 1-Aug-17 | 500 | 4 | 1% |  |
| 2-Aug-17 | 496 | 0 | 0% |  |
| 3-Aug-17 | 496 | 0 | 0% |  |
| 4-Aug-17 | 496 | 0 | 0% |  |
| 5-Aug-17 | 496 | 0 | 0% |  |
| 6-Aug-17 | 496 | 0 | 0% |  |
| 7-Aug-17 | 496 | 0 | 0% |  |
| 8-Aug-17 | 496 | 0 | 0% |  |
| 9-Aug-17 | 496 | 0 | 0% |  |
| 10-Aug-17 | 496 | 0 | 0% |  |
| 11-Aug-17 | 496 | 0 | 0% |  |
| 12-Aug-17 | 496 | 0 | 0% |  |
| 13-Aug-17 | 496 | 0 | 0% |  |
| 14-Aug-17 | 496 | 0 | 0% |  |
| 15-Aug-17 | 496 | 0 | 0% |  |
| 16-Aug-17 | 496 | 0 | 0% |  |
| 17-Aug-17 | 496 | 0 | 0% |  |
| 18-Aug-17 | 496 | 0 | 0% |  |
| 19-Aug-17 | 496 | 0 | 0% |  |
| 20-Aug-17 | 496 | 0 | 0% |  |
| 21-Aug-17 | 496 | 0 | 0% |  |
| 22-Aug-17 | 496 | 0 | 0% |  |
| 23-Aug-17 | 496 | 0 | 0% |  |
| 24-Aug-17 | 496 | 0 | 0% |  |
| 25-Aug-17 | 496 | 0 | 0% |  |
| 26-Aug-17 | 496 | 0 | 0% |  |
| 27-Aug-17 | 496 | 0 | 0% |  |
| 28-Aug-17 | 496 | 0 | 0% |  |
| 29-Aug-17 | 496 | 0 | 0% |  |
| 30-Aug-17 | 496 | 0 | 0% |  |
| 31-Aug-17 | 700 | 0 | 0% | 0.80% |

*Note. New hires: 50 on April 1, 100 on April 2, 102 on June 30, 205 on July 31, and 204 August 31.*

*Daily turnover rate = (separations on day/headcount that day) \* 100.*

*Enhanced monthly turnover rate = (separations in a month/average daily headcount that month) \* 100.*

## Example 4:

A small organization merges with a larger one and a restructuring occurs. Five employees from the small organization separate immediately on January 1, 2017; the remaining 5 are incorporated into a group of 45 employees within the united company at the end of February 2017, and this team loses 25 members to a start-up on January 1, 2018.

### Explanation

The traditional turnover rate trend diverges from the enhanced rate trend and appears to be lower on February 1, 2018 than March 1, 2018, because the February 2017 reorganization is beyond the rolling 12-month timeframe of the turnover metrics shown on March 1, 2018. The realized turnover rate adapts to handle these scenarios and can even be viewed on a finer timescale to gain a nuanced understanding of the trends.

### Rates:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Traditional turnover rate (rolling 12 months) | Enhanced traditional turnover (rolling 365 days) | Realized turnover rate (rolling 12 months) | Realized turnover rate (1 month) |
| As of Feb 1, 2018 | 52.17% | 56.03% | 0.15% | 3.13% |
| As of Mar 1, 2018 | 54.55% | 54.32% | 0.15% | 0.00% |

### Data:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date | Headcount | Separations | Daily turnover rate | Enhanced monthly turnover rate |
| 1-Jan-17 | 10 | 5 | 50% |  |
| 2-Jan-17 | 5 | 0 | 0% |  |
| 3-Jan-17 | 5 | 0 | 0% |  |
| 4-Jan-17 | 5 | 0 | 0% |  |
| 5-Jan-17 | 5 | 0 | 0% |  |
| 6-Jan-17 | 5 | 0 | 0% |  |
| 7-Jan-17 | 5 | 0 | 0% |  |
| 8-Jan-17 | 5 | 0 | 0% |  |
| 9-Jan-17 | 5 | 0 | 0% |  |
| 10-Jan-17 | 5 | 0 | 0% |  |
| 11-Jan-17 | 5 | 0 | 0% |  |
| 12-Jan-17 | 5 | 0 | 0% |  |
| 13-Jan-17 | 5 | 0 | 0% |  |
| 14-Jan-17 | 5 | 0 | 0% |  |
| 15-Jan-17 | 5 | 0 | 0% |  |
| 16-Jan-17 | 5 | 0 | 0% |  |
| 17-Jan-17 | 5 | 0 | 0% |  |
| 18-Jan-17 | 5 | 0 | 0% |  |
| 19-Jan-17 | 5 | 0 | 0% |  |
| 20-Jan-17 | 5 | 0 | 0% |  |
| 21-Jan-17 | 5 | 0 | 0% |  |
| 22-Jan-17 | 5 | 0 | 0% |  |
| 23-Jan-17 | 5 | 0 | 0% |  |
| 24-Jan-17 | 5 | 0 | 0% |  |
| 25-Jan-17 | 5 | 0 | 0% |  |
| 26-Jan-17 | 5 | 0 | 0% |  |
| 27-Jan-17 | 5 | 0 | 0% |  |
| 28-Jan-17 | 5 | 0 | 0% |  |
| 29-Jan-17 | 5 | 0 | 0% |  |
| 30-Jan-17 | 5 | 0 | 0% |  |
| 31-Jan-17 | 5 | 0 | 0% | 96.88% |
| 1-Feb-17 | 5 | 0 | 0% |  |
| 2-Feb-17 | 5 | 0 | 0% |  |
| 3-Feb-17 | 5 | 0 | 0% |  |
| 4-Feb-17 | 5 | 0 | 0% |  |
| 5-Feb-17 | 5 | 0 | 0% |  |
| 6-Feb-17 | 5 | 0 | 0% |  |
| 7-Feb-17 | 5 | 0 | 0% |  |
| 8-Feb-17 | 5 | 0 | 0% |  |
| 9-Feb-17 | 5 | 0 | 0% |  |
| 10-Feb-17 | 5 | 0 | 0% |  |
| 11-Feb-17 | 5 | 0 | 0% |  |
| 12-Feb-17 | 5 | 0 | 0% |  |
| 13-Feb-17 | 5 | 0 | 0% |  |
| 14-Feb-17 | 5 | 0 | 0% |  |
| 15-Feb-17 | 5 | 0 | 0% |  |
| 16-Feb-17 | 5 | 0 | 0% |  |
| 17-Feb-17 | 5 | 0 | 0% |  |
| 18-Feb-17 | 5 | 0 | 0% |  |
| 19-Feb-17 | 5 | 0 | 0% |  |
| 20-Feb-17 | 5 | 0 | 0% |  |
| 21-Feb-17 | 5 | 0 | 0% |  |
| 22-Feb-17 | 5 | 0 | 0% |  |
| 23-Feb-17 | 5 | 0 | 0% |  |
| 24-Feb-17 | 5 | 0 | 0% |  |
| 25-Feb-17 | 5 | 0 | 0% |  |
| 26-Feb-17 | 5 | 0 | 0% |  |
| 27-Feb-17 | 5 | 0 | 0% |  |
| 28-Feb-17 | 50 | 0 | 0% | 0.00% |
| 1-Mar-17 | 50 | 0 | 0% |  |
| 2-Mar-17 | 50 | 0 | 0% |  |
| 3-Mar-17 | 50 | 0 | 0% |  |
| 4-Mar-17 | 50 | 0 | 0% |  |
| 5-Mar-17 | 50 | 0 | 0% |  |
| 6-Mar-17 | 50 | 0 | 0% |  |
| 7-Mar-17 | 50 | 0 | 0% |  |
| 8-Mar-17 | 50 | 0 | 0% |  |
| 9-Mar-17 | 50 | 0 | 0% |  |
| 10-Mar-17 | 50 | 0 | 0% |  |
| 11-Mar-17 | 50 | 0 | 0% |  |
| 12-Mar-17 | 50 | 0 | 0% |  |
| 13-Mar-17 | 50 | 0 | 0% |  |
| 14-Mar-17 | 50 | 0 | 0% |  |
| 15-Mar-17 | 50 | 0 | 0% |  |
| 16-Mar-17 | 50 | 0 | 0% |  |
| 17-Mar-17 | 50 | 0 | 0% |  |
| 18-Mar-17 | 50 | 0 | 0% |  |
| 19-Mar-17 | 50 | 0 | 0% |  |
| 20-Mar-17 | 50 | 0 | 0% |  |
| 21-Mar-17 | 50 | 0 | 0% |  |
| 22-Mar-17 | 50 | 0 | 0% |  |
| 23-Mar-17 | 50 | 0 | 0% |  |
| 24-Mar-17 | 50 | 0 | 0% |  |
| 25-Mar-17 | 50 | 0 | 0% |  |
| 26-Mar-17 | 50 | 0 | 0% |  |
| 27-Mar-17 | 50 | 0 | 0% |  |
| 28-Mar-17 | 50 | 0 | 0% |  |
| 29-Mar-17 | 50 | 0 | 0% |  |
| 30-Mar-17 | 50 | 0 | 0% |  |
| 31-Mar-17 | 50 | 0 | 0% | 0.00% |
| 1-Apr-17 | 50 | 0 | 0% |  |
| 2-Apr-17 | 50 | 0 | 0% |  |
| 3-Apr-17 | 50 | 0 | 0% |  |
| 4-Apr-17 | 50 | 0 | 0% |  |
| 5-Apr-17 | 50 | 0 | 0% |  |
| 6-Apr-17 | 50 | 0 | 0% |  |
| 7-Apr-17 | 50 | 0 | 0% |  |
| 8-Apr-17 | 50 | 0 | 0% |  |
| 9-Apr-17 | 50 | 0 | 0% |  |
| 10-Apr-17 | 50 | 0 | 0% |  |
| 11-Apr-17 | 50 | 0 | 0% |  |
| 12-Apr-17 | 50 | 0 | 0% |  |
| 13-Apr-17 | 50 | 0 | 0% |  |
| 14-Apr-17 | 50 | 0 | 0% |  |
| 15-Apr-17 | 50 | 0 | 0% |  |
| 16-Apr-17 | 50 | 0 | 0% |  |
| 17-Apr-17 | 50 | 0 | 0% |  |
| 18-Apr-17 | 50 | 0 | 0% |  |
| 19-Apr-17 | 50 | 0 | 0% |  |
| 20-Apr-17 | 50 | 0 | 0% |  |
| 21-Apr-17 | 50 | 0 | 0% |  |
| 22-Apr-17 | 50 | 0 | 0% |  |
| 23-Apr-17 | 50 | 0 | 0% |  |
| 24-Apr-17 | 50 | 0 | 0% |  |
| 25-Apr-17 | 50 | 0 | 0% |  |
| 26-Apr-17 | 50 | 0 | 0% |  |
| 27-Apr-17 | 50 | 0 | 0% |  |
| 28-Apr-17 | 50 | 0 | 0% |  |
| 29-Apr-17 | 50 | 0 | 0% |  |
| 30-Apr-17 | 50 | 0 | 0% | 0.00% |
| 1-May-17 | 50 | 0 | 0% |  |
| 2-May-17 | 50 | 0 | 0% |  |
| 3-May-17 | 50 | 0 | 0% |  |
| 4-May-17 | 50 | 0 | 0% |  |
| 5-May-17 | 50 | 0 | 0% |  |
| 6-May-17 | 50 | 0 | 0% |  |
| 7-May-17 | 50 | 0 | 0% |  |
| 8-May-17 | 50 | 0 | 0% |  |
| 9-May-17 | 50 | 0 | 0% |  |
| 10-May-17 | 50 | 0 | 0% |  |
| 11-May-17 | 50 | 0 | 0% |  |
| 12-May-17 | 50 | 0 | 0% |  |
| 13-May-17 | 50 | 0 | 0% |  |
| 14-May-17 | 50 | 0 | 0% |  |
| 15-May-17 | 50 | 0 | 0% |  |
| 16-May-17 | 50 | 0 | 0% |  |
| 17-May-17 | 50 | 0 | 0% |  |
| 18-May-17 | 50 | 0 | 0% |  |
| 19-May-17 | 50 | 0 | 0% |  |
| 20-May-17 | 50 | 0 | 0% |  |
| 21-May-17 | 50 | 0 | 0% |  |
| 22-May-17 | 50 | 0 | 0% |  |
| 23-May-17 | 50 | 0 | 0% |  |
| 24-May-17 | 50 | 0 | 0% |  |
| 25-May-17 | 50 | 0 | 0% |  |
| 26-May-17 | 50 | 0 | 0% |  |
| 27-May-17 | 50 | 0 | 0% |  |
| 28-May-17 | 50 | 0 | 0% |  |
| 29-May-17 | 50 | 0 | 0% |  |
| 30-May-17 | 50 | 0 | 0% |  |
| 31-May-17 | 50 | 0 | 0% | 0.00% |
| 1-Jun-17 | 50 | 0 | 0% |  |
| 2-Jun-17 | 50 | 0 | 0% |  |
| 3-Jun-17 | 50 | 0 | 0% |  |
| 4-Jun-17 | 50 | 0 | 0% |  |
| 5-Jun-17 | 50 | 0 | 0% |  |
| 6-Jun-17 | 50 | 0 | 0% |  |
| 7-Jun-17 | 50 | 0 | 0% |  |
| 8-Jun-17 | 50 | 0 | 0% |  |
| 9-Jun-17 | 50 | 0 | 0% |  |
| 10-Jun-17 | 50 | 0 | 0% |  |
| 11-Jun-17 | 50 | 0 | 0% |  |
| 12-Jun-17 | 50 | 0 | 0% |  |
| 13-Jun-17 | 50 | 0 | 0% |  |
| 14-Jun-17 | 50 | 0 | 0% |  |
| 15-Jun-17 | 50 | 0 | 0% |  |
| 16-Jun-17 | 50 | 0 | 0% |  |
| 17-Jun-17 | 50 | 0 | 0% |  |
| 18-Jun-17 | 50 | 0 | 0% |  |
| 19-Jun-17 | 50 | 0 | 0% |  |
| 20-Jun-17 | 50 | 0 | 0% |  |
| 21-Jun-17 | 50 | 0 | 0% |  |
| 22-Jun-17 | 50 | 0 | 0% |  |
| 23-Jun-17 | 50 | 0 | 0% |  |
| 24-Jun-17 | 50 | 0 | 0% |  |
| 25-Jun-17 | 50 | 0 | 0% |  |
| 26-Jun-17 | 50 | 0 | 0% |  |
| 27-Jun-17 | 50 | 0 | 0% |  |
| 28-Jun-17 | 50 | 0 | 0% |  |
| 29-Jun-17 | 50 | 0 | 0% |  |
| 30-Jun-17 | 50 | 0 | 0% | 0.00% |
| 1-Jul-17 | 50 | 0 | 0% |  |
| 2-Jul-17 | 50 | 0 | 0% |  |
| 3-Jul-17 | 50 | 0 | 0% |  |
| 4-Jul-17 | 50 | 0 | 0% |  |
| 5-Jul-17 | 50 | 0 | 0% |  |
| 6-Jul-17 | 50 | 0 | 0% |  |
| 7-Jul-17 | 50 | 0 | 0% |  |
| 8-Jul-17 | 50 | 0 | 0% |  |
| 9-Jul-17 | 50 | 0 | 0% |  |
| 10-Jul-17 | 50 | 0 | 0% |  |
| 11-Jul-17 | 50 | 0 | 0% |  |
| 12-Jul-17 | 50 | 0 | 0% |  |
| 13-Jul-17 | 50 | 0 | 0% |  |
| 14-Jul-17 | 50 | 0 | 0% |  |
| 15-Jul-17 | 50 | 0 | 0% |  |
| 16-Jul-17 | 50 | 0 | 0% |  |
| 17-Jul-17 | 50 | 0 | 0% |  |
| 18-Jul-17 | 50 | 0 | 0% |  |
| 19-Jul-17 | 50 | 0 | 0% |  |
| 20-Jul-17 | 50 | 0 | 0% |  |
| 21-Jul-17 | 50 | 0 | 0% |  |
| 22-Jul-17 | 50 | 0 | 0% |  |
| 23-Jul-17 | 50 | 0 | 0% |  |
| 24-Jul-17 | 50 | 0 | 0% |  |
| 25-Jul-17 | 50 | 0 | 0% |  |
| 26-Jul-17 | 50 | 0 | 0% |  |
| 27-Jul-17 | 50 | 0 | 0% |  |
| 28-Jul-17 | 50 | 0 | 0% |  |
| 29-Jul-17 | 50 | 0 | 0% |  |
| 30-Jul-17 | 50 | 0 | 0% |  |
| 31-Jul-17 | 50 | 0 | 0% | 0.00% |
| 1-Aug-17 | 50 | 0 | 0% |  |
| 2-Aug-17 | 50 | 0 | 0% |  |
| 3-Aug-17 | 50 | 0 | 0% |  |
| 4-Aug-17 | 50 | 0 | 0% |  |
| 5-Aug-17 | 50 | 0 | 0% |  |
| 6-Aug-17 | 50 | 0 | 0% |  |
| 7-Aug-17 | 50 | 0 | 0% |  |
| 8-Aug-17 | 50 | 0 | 0% |  |
| 9-Aug-17 | 50 | 0 | 0% |  |
| 10-Aug-17 | 50 | 0 | 0% |  |
| 11-Aug-17 | 50 | 0 | 0% |  |
| 12-Aug-17 | 50 | 0 | 0% |  |
| 13-Aug-17 | 50 | 0 | 0% |  |
| 14-Aug-17 | 50 | 0 | 0% |  |
| 15-Aug-17 | 50 | 0 | 0% |  |
| 16-Aug-17 | 50 | 0 | 0% |  |
| 17-Aug-17 | 50 | 0 | 0% |  |
| 18-Aug-17 | 50 | 0 | 0% |  |
| 19-Aug-17 | 50 | 0 | 0% |  |
| 20-Aug-17 | 50 | 0 | 0% |  |
| 21-Aug-17 | 50 | 0 | 0% |  |
| 22-Aug-17 | 50 | 0 | 0% |  |
| 23-Aug-17 | 50 | 0 | 0% |  |
| 24-Aug-17 | 50 | 0 | 0% |  |
| 25-Aug-17 | 50 | 0 | 0% |  |
| 26-Aug-17 | 50 | 0 | 0% |  |
| 27-Aug-17 | 50 | 0 | 0% |  |
| 28-Aug-17 | 50 | 0 | 0% |  |
| 29-Aug-17 | 50 | 0 | 0% |  |
| 30-Aug-17 | 50 | 0 | 0% |  |
| 31-Aug-17 | 50 | 0 | 0% | 0.00% |
| 1-Sep-17 | 50 | 0 | 0% |  |
| 2-Sep-17 | 50 | 0 | 0% |  |
| 3-Sep-17 | 50 | 0 | 0% |  |
| 4-Sep-17 | 50 | 0 | 0% |  |
| 5-Sep-17 | 50 | 0 | 0% |  |
| 6-Sep-17 | 50 | 0 | 0% |  |
| 7-Sep-17 | 50 | 0 | 0% |  |
| 8-Sep-17 | 50 | 0 | 0% |  |
| 9-Sep-17 | 50 | 0 | 0% |  |
| 10-Sep-17 | 50 | 0 | 0% |  |
| 11-Sep-17 | 50 | 0 | 0% |  |
| 12-Sep-17 | 50 | 0 | 0% |  |
| 13-Sep-17 | 50 | 0 | 0% |  |
| 14-Sep-17 | 50 | 0 | 0% |  |
| 15-Sep-17 | 50 | 0 | 0% |  |
| 16-Sep-17 | 50 | 0 | 0% |  |
| 17-Sep-17 | 50 | 0 | 0% |  |
| 18-Sep-17 | 50 | 0 | 0% |  |
| 19-Sep-17 | 50 | 0 | 0% |  |
| 20-Sep-17 | 50 | 0 | 0% |  |
| 21-Sep-17 | 50 | 0 | 0% |  |
| 22-Sep-17 | 50 | 0 | 0% |  |
| 23-Sep-17 | 50 | 0 | 0% |  |
| 24-Sep-17 | 50 | 0 | 0% |  |
| 25-Sep-17 | 50 | 0 | 0% |  |
| 26-Sep-17 | 50 | 0 | 0% |  |
| 27-Sep-17 | 50 | 0 | 0% |  |
| 28-Sep-17 | 50 | 0 | 0% |  |
| 29-Sep-17 | 50 | 0 | 0% |  |
| 30-Sep-17 | 50 | 0 | 0% | 0.00% |
| 1-Oct-17 | 50 | 0 | 0% |  |
| 2-Oct-17 | 50 | 0 | 0% |  |
| 3-Oct-17 | 50 | 0 | 0% |  |
| 4-Oct-17 | 50 | 0 | 0% |  |
| 5-Oct-17 | 50 | 0 | 0% |  |
| 6-Oct-17 | 50 | 0 | 0% |  |
| 7-Oct-17 | 50 | 0 | 0% |  |
| 8-Oct-17 | 50 | 0 | 0% |  |
| 9-Oct-17 | 50 | 0 | 0% |  |
| 10-Oct-17 | 50 | 0 | 0% |  |
| 11-Oct-17 | 50 | 0 | 0% |  |
| 12-Oct-17 | 50 | 0 | 0% |  |
| 13-Oct-17 | 50 | 0 | 0% |  |
| 14-Oct-17 | 50 | 0 | 0% |  |
| 15-Oct-17 | 50 | 0 | 0% |  |
| 16-Oct-17 | 50 | 0 | 0% |  |
| 17-Oct-17 | 50 | 0 | 0% |  |
| 18-Oct-17 | 50 | 0 | 0% |  |
| 19-Oct-17 | 50 | 0 | 0% |  |
| 20-Oct-17 | 50 | 0 | 0% |  |
| 21-Oct-17 | 50 | 0 | 0% |  |
| 22-Oct-17 | 50 | 0 | 0% |  |
| 23-Oct-17 | 50 | 0 | 0% |  |
| 24-Oct-17 | 50 | 0 | 0% |  |
| 25-Oct-17 | 50 | 0 | 0% |  |
| 26-Oct-17 | 50 | 0 | 0% |  |
| 27-Oct-17 | 50 | 0 | 0% |  |
| 28-Oct-17 | 50 | 0 | 0% |  |
| 29-Oct-17 | 50 | 0 | 0% |  |
| 30-Oct-17 | 50 | 0 | 0% |  |
| 31-Oct-17 | 50 | 0 | 0% | 0.00% |
| 1-Nov-17 | 50 | 0 | 0% |  |
| 2-Nov-17 | 50 | 0 | 0% |  |
| 3-Nov-17 | 50 | 0 | 0% |  |
| 4-Nov-17 | 50 | 0 | 0% |  |
| 5-Nov-17 | 50 | 0 | 0% |  |
| 6-Nov-17 | 50 | 0 | 0% |  |
| 7-Nov-17 | 50 | 0 | 0% |  |
| 8-Nov-17 | 50 | 0 | 0% |  |
| 9-Nov-17 | 50 | 0 | 0% |  |
| 10-Nov-17 | 50 | 0 | 0% |  |
| 11-Nov-17 | 50 | 0 | 0% |  |
| 12-Nov-17 | 50 | 0 | 0% |  |
| 13-Nov-17 | 50 | 0 | 0% |  |
| 14-Nov-17 | 50 | 0 | 0% |  |
| 15-Nov-17 | 50 | 0 | 0% |  |
| 16-Nov-17 | 50 | 0 | 0% |  |
| 17-Nov-17 | 50 | 0 | 0% |  |
| 18-Nov-17 | 50 | 0 | 0% |  |
| 19-Nov-17 | 50 | 0 | 0% |  |
| 20-Nov-17 | 50 | 0 | 0% |  |
| 21-Nov-17 | 50 | 0 | 0% |  |
| 22-Nov-17 | 50 | 0 | 0% |  |
| 23-Nov-17 | 50 | 0 | 0% |  |
| 24-Nov-17 | 50 | 0 | 0% |  |
| 25-Nov-17 | 50 | 0 | 0% |  |
| 26-Nov-17 | 50 | 0 | 0% |  |
| 27-Nov-17 | 50 | 0 | 0% |  |
| 28-Nov-17 | 50 | 0 | 0% |  |
| 29-Nov-17 | 50 | 0 | 0% |  |
| 30-Nov-17 | 50 | 0 | 0% | 0.00% |
| 1-Dec-17 | 50 | 0 | 0% |  |
| 2-Dec-17 | 50 | 0 | 0% |  |
| 3-Dec-17 | 50 | 0 | 0% |  |
| 4-Dec-17 | 50 | 0 | 0% |  |
| 5-Dec-17 | 50 | 0 | 0% |  |
| 6-Dec-17 | 50 | 0 | 0% |  |
| 7-Dec-17 | 50 | 0 | 0% |  |
| 8-Dec-17 | 50 | 0 | 0% |  |
| 9-Dec-17 | 50 | 0 | 0% |  |
| 10-Dec-17 | 50 | 0 | 0% |  |
| 11-Dec-17 | 50 | 0 | 0% |  |
| 12-Dec-17 | 50 | 0 | 0% |  |
| 13-Dec-17 | 50 | 0 | 0% |  |
| 14-Dec-17 | 50 | 0 | 0% |  |
| 15-Dec-17 | 50 | 0 | 0% |  |
| 16-Dec-17 | 50 | 0 | 0% |  |
| 17-Dec-17 | 50 | 0 | 0% |  |
| 18-Dec-17 | 50 | 0 | 0% |  |
| 19-Dec-17 | 50 | 0 | 0% |  |
| 20-Dec-17 | 50 | 0 | 0% |  |
| 21-Dec-17 | 50 | 0 | 0% |  |
| 22-Dec-17 | 50 | 0 | 0% |  |
| 23-Dec-17 | 50 | 0 | 0% |  |
| 24-Dec-17 | 50 | 0 | 0% |  |
| 25-Dec-17 | 50 | 0 | 0% |  |
| 26-Dec-17 | 50 | 0 | 0% |  |
| 27-Dec-17 | 50 | 0 | 0% |  |
| 28-Dec-17 | 50 | 0 | 0% |  |
| 29-Dec-17 | 50 | 0 | 0% |  |
| 30-Dec-17 | 50 | 0 | 0% |  |
| 31-Dec-17 | 50 | 0 | 0% | 0.00% |
| 1-Jan-18 | 50 | 25 | 50% |  |
| 2-Jan-18 | 25 | 0 | 0% |  |
| 3-Jan-18 | 25 | 0 | 0% |  |
| 4-Jan-18 | 25 | 0 | 0% |  |
| 5-Jan-18 | 25 | 0 | 0% |  |
| 6-Jan-18 | 25 | 0 | 0% |  |
| 7-Jan-18 | 25 | 0 | 0% |  |
| 8-Jan-18 | 25 | 0 | 0% |  |
| 9-Jan-18 | 25 | 0 | 0% |  |
| 10-Jan-18 | 25 | 0 | 0% |  |
| 11-Jan-18 | 25 | 0 | 0% |  |
| 12-Jan-18 | 25 | 0 | 0% |  |
| 13-Jan-18 | 25 | 0 | 0% |  |
| 14-Jan-18 | 25 | 0 | 0% |  |
| 15-Jan-18 | 25 | 0 | 0% |  |
| 16-Jan-18 | 25 | 0 | 0% |  |
| 17-Jan-18 | 25 | 0 | 0% |  |
| 18-Jan-18 | 25 | 0 | 0% |  |
| 19-Jan-18 | 25 | 0 | 0% |  |
| 20-Jan-18 | 25 | 0 | 0% |  |
| 21-Jan-18 | 25 | 0 | 0% |  |
| 22-Jan-18 | 25 | 0 | 0% |  |
| 23-Jan-18 | 25 | 0 | 0% |  |
| 24-Jan-18 | 25 | 0 | 0% |  |
| 25-Jan-18 | 25 | 0 | 0% |  |
| 26-Jan-18 | 25 | 0 | 0% |  |
| 27-Jan-18 | 25 | 0 | 0% |  |
| 28-Jan-18 | 25 | 0 | 0% |  |
| 29-Jan-18 | 25 | 0 | 0% |  |
| 30-Jan-18 | 25 | 0 | 0% |  |
| 31-Jan-18 | 25 | 0 | 0% | 96.88% |
| 1-Feb-18 | 25 | 0 | 0% |  |
| 2-Feb-18 | 25 | 0 | 0% |  |
| 3-Feb-18 | 25 | 0 | 0% |  |
| 4-Feb-18 | 25 | 0 | 0% |  |
| 5-Feb-18 | 25 | 0 | 0% |  |
| 6-Feb-18 | 25 | 0 | 0% |  |
| 7-Feb-18 | 25 | 0 | 0% |  |
| 8-Feb-18 | 25 | 0 | 0% |  |
| 9-Feb-18 | 25 | 0 | 0% |  |
| 10-Feb-18 | 25 | 0 | 0% |  |
| 11-Feb-18 | 25 | 0 | 0% |  |
| 12-Feb-18 | 25 | 0 | 0% |  |
| 13-Feb-18 | 25 | 0 | 0% |  |
| 14-Feb-18 | 25 | 0 | 0% |  |
| 15-Feb-18 | 25 | 0 | 0% |  |
| 16-Feb-18 | 25 | 0 | 0% |  |
| 17-Feb-18 | 25 | 0 | 0% |  |
| 18-Feb-18 | 25 | 0 | 0% |  |
| 19-Feb-18 | 25 | 0 | 0% |  |
| 20-Feb-18 | 25 | 0 | 0% |  |
| 21-Feb-18 | 25 | 0 | 0% |  |
| 22-Feb-18 | 25 | 0 | 0% |  |
| 23-Feb-18 | 25 | 0 | 0% |  |
| 24-Feb-18 | 25 | 0 | 0% |  |
| 25-Feb-18 | 25 | 0 | 0% |  |
| 26-Feb-18 | 25 | 0 | 0% |  |
| 27-Feb-18 | 25 | 0 | 0% |  |
| 28-Feb-18 | 25 | 0 | 0% | 0.00% |

*Note. Daily turnover rate = (separations on day/headcount that day) \* 100.*

*Enhanced monthly turnover rate = (separations in a month/average daily headcount that month) \* 100.*

# Appendix C: Connection to Survival Metrics

Realized turnover rates also provide information about the average length of time individuals “survive” in organizations. Relatedly, realized turnover rates can also be conceptualized as the average daily hazard rate for any given worker on any given day during the period.