Turnover & Retention Module

Introduction

This module explores the various ways your personnel can depart from your campaign that don't involve a six-foot wooden box. It covers a range of scenarios including fatigue, employment contracts, retirement, resignation, and defection, providing a dynamic approach to character exits and transitions.

A Note on Shares

Previously Shares were included as a part of the original Retirement Module, which this module has replaced. Given the amount of work required to rehaul Shares, it was decided that Shares would become its own module. Shares will be covered in their own dedicated documentation.

Fatigue

Fatigue represents the wear and tear on the body and mind that accumulates over time, especially in the high-stress environment of a BattleTech campaign. Characters may suffer from physical exhaustion, mental burnout, or a combination of both, leading them to step back from active duty. This can be temporary, with the character taking a leave of absence to recover, or it could be the first step toward a permanent exit if the fatigue is too severe.

Employment Contracts

Employment contracts define the formal terms of service for your personnel. Characters may reach the end of their contract and choose not to renew, seeking new opportunities or a change in their career path. Or they might desert, choosing to go their own way and abandoning any hope of financial recompense.

Retirement

Retirement is a natural and honorable end to a character's active career. Whether due to age, accumulated wealth, or a desire to settle down, a character may decide to retire from the rigors of battle.

Resignation

Resignation involves a character voluntarily leaving their position before the end of their contract. This could be driven by personal reasons, ethical disagreements, or a simple desire for change.

Defection

Defection is the most dramatic form of departure, where a character switches allegiances, often to a rival faction.

Conclusion

By incorporating these various departure scenarios into your campaign, you add depth and realism to character development and interactions. Each type of exit offers unique narrative possibilities and challenges, enriching the storytelling experience and reflecting the multifaceted nature of life in the

BattleTech universe. Whether through fatigue, contractual changes, retirement, resignation, or defection, the departure of personnel can shape the course of your campaign in profound and unexpected ways.

Campaign Options

The various settings for this module can be found in the Turnover and Retention tab of Campaign Options.

Track Departure Date

Whether MekHQ should track a person's departure from the company. Departure Date is visible in the Person View of the Personnel Tab and (while in GM mode) can be edited through the Edit Person dialog.

Employee Turnover

Enable Employee Turnover

This setting enables or disables the entire Employee Turnover module.

Settings

Turnover Target Number Method

This option determines the method that should be used when determining the target number for turnover checks (before modifiers).

- Fixed: the base target number is a fixed value.
- Administration: the base target number is derived from the mean Administration skill among all personnel with the Admin/HR role.
- Negotiation: the base target number is derived from the mean Negotiation skill among all personnel with the Admin/HR role.

Turnover Difficulty

If the *Turnover Target Number Method* option is set to 'Administration' or 'Negotiation', this setting will determine the difficulty modifier applied to turnover checks. Each step increases, or decreases, the difficulty of the check by 1.

Fixed Target Number

If the *Turnover Target Number Method* option is set to 'Fixed', this setting will determine the base target number of turnover checks.

Use Year End Turnover Rolls

This option determines whether turnover checks should be made for all personnel at the end of each year.

Use Contract Completion Turnover Rolls

This option determines whether turnover checks should be made at the conclusion of a contract.

Use Random Founder Turnover

This option determines whether personnel with the 'Founder' flag are eligible for turnover checks.

Use Founder Retirement

This option determines whether personnel with the 'Founder' flag are eligible for turnover checks once they are aged 50 or older.

Track Original Unit

If enabled, BattleMechs belonging to MechWarriors when they join the unit will be tracked. When departing the unit these warriors will expect their BattleMechs to be returned.

Pilots Have Units

If enabled, Aerospace Pilots may be found in the AtB personnel market with their own fighter (if *AtB* is enabled). When they depart the unit these fighters will need to be returned.

Soldiers Use Commander's Turnover Roll

If enabled, personnel assigned to a conventional infantry unit will use their commanders' turnover roll. Otherwise, each member of the unit will roll independently.

Service Contract Duration

This is the length of months within which personnel will receive a modifier to the target number of their turnover checks. Service Contracts are disabled if this option is set to 0.

Service Contract Modifier

While personnel are still under contract, their turnover target numbers will be reduced by this value.

Set Pay Bonus Default

If enabled, the Pay Bonus checkbox in the turnover dialog will default to *true* (ticked), instead of *false* (unticked).

Modifiers

Custom

Enabling this option will allow you to add custom modifiers to the turnover target number.

Fatigue

If both this and the CamOps Fatigue are enabled, fatigued personnel will have a higher turnover target number.

Desirability

If enabled, better skilled personnel will have higher turnover target numbers to reflect their desirability. This modifier is no longer applied once personnel have reached retirement age (age 50+).

Age

Enabling this option allows the age of personnel to influence their turnover target number.

Unit Rating

Through this option the turnover target number is influenced by the rating of the unit.

Faction

If enabled, the turnover target number will be influenced by personnel and campaign factions.

Hostile Territory

If enabled, personnel will have their turnover target number reduced whenever they are not on a defensive contract. If AtB is disabled, this modifier is extended to all active contracts.

Mission Status

This option allows mission successes, failures, and contract breaches to influence the turnover target number.

Family

This option provides a modifier to the turnover target number for personnel currently married to another person, or with adult children in the unit.

Use Loyalty

This option gives all personnel a random 'loyalty' rating which influences their turnover target number.

Hide Loyalty

If the *Use Loyalty* option is enabled, this option will hide the loyalty scores of personnel.

Payouts

Officer Payout Rate

This is the number of months pay issued to resigning officers.

Enlisted Payout Rate

This is the number of months pay issued to resigning enlisted personnel.

Retirement Multiplier

When personnel retire, their normal payout rate is multiplied by this value.

Use Service Bonus

If enabled, personnel have their payouts increased by a percentage for each year they have been with the unit.

Bonus %

If the *Use Service Bonus* option is enabled, this option dictates by what percentage payouts are increased by (per year of service).

Unit Cohesion

Enable Administrative Strain

This option allows administrative strain modifiers to be applied to the turnover target number.

Administrative Capacity

This option dictates how many personnel can be supported by each rank in Administration among the unit's Admin/HR personnel.

Multi-Crew, Civilian, & Prisoner Divider

For the purposes of Administrative Strain, Multi-crewed Units have their personnel counts divided by this value. It is assumed the Unit commander is helping keep their crew in line. For civilians and prisoners, this divider is doubled.

Enable Management Skill

This option enables the Management Skill modifier.

Only Use Commander's Leadership

If enabled, only the unit commander's leadership is used, when determining management skill.

Unskilled Penalty

This is the initial penalty applied to turnover target numbers, due to management skill. Each point in Leadership (per designated officer) reduces this value by one.

CamOps Fatigue

Enable

This option enables CamOps Fatigue.

Fatigue Rate

This is the amount of fatigue gained per scenario or StratCon hex explored. For formations in the Scout role only the first unexplored hex (per deployment) is counted.

Injuries Increase Fatigue (unofficial)

If enabled, personnel will have their fatigue increased for each injury sustained during a scenario.

Field Kitchen Capacity

This is the number of personnel that can be serviced per unit equipped with a field kitchen.

Automatic Leave Threshold (unofficial)

Personnel reaching this level of fatigue are automatically placed On Leave until their fatigue is restored to zero. Setting this value to 0 disables this functionality.

Employee Turnover

Employee turnover is a key aspect you will interact within this module. Whether it occurs at the end of the year or the conclusion of a contract, turnover serves as a critical factor that can significantly influence the growth trajectory of your unit. While it might seem like a setback, it acts as a necessary speed bump helping reduce the overall growth of power within a campaign. This section will delve into the ruleset that governs employee turnover.
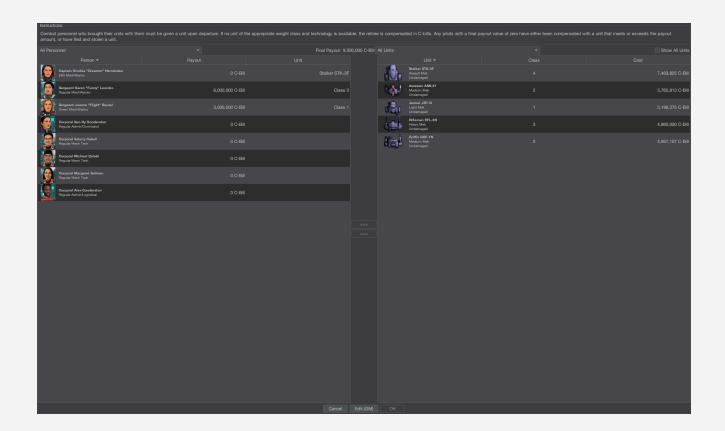
The Turnover Dialog

When a turnover check occurs, you will be presented with a dialog box listing all personnel subject to turnover checks. This dialog includes the following information:

- **Unit and Force Assignments:** The specific Unit and Force each person is assigned to.
- **Adjusted Target Number for Checks:** The modified target number that determines whether a person will depart the unit.
- **Bonus Costs:** The cost of providing a retention bonus to influence the turnover target number.
- **Bonus Payment Option:** Whether or not to pay the retention bonus.
- **Miscellaneous Modifiers (if enabled):** The value of any custom modifiers applied.

At the top of the panel, you have filtering options to display only certain categories of personnel, such as MechWarriors or Vehicle Crew. If the Custom Modifier option is enabled, you can define that modifier within this section. Additionally, you will see the total amount of all currently offered bonuses displayed at the top of the panel.

After selecting *Roll* all turnover checks will be made and you will be presented with the results screen. Here, you can see a list of personnel who have chosen to depart the unit, their payout value, and any unit they're departing with.

All Personnel ▼   Final Payout: 9,000,000 C-Bill   All Units ▼   ☐ Show All Units

Person ▾	Payout	Unit
Captain Ororbia "Dreamer" Hernández Elite MechWarrior	0 C-Bill	Stalker STK-3F
Sergeant Karen "Funny" Leocdio Regular MechWarrior	6,000,000 C-Bill	Class 2
Sergeant Joanne "Flight" Beutel Green MechWarrior	3,000,000 C-Bill	Class 1
Corporal Sun-Hy Gooderston Regular Admin/Command	0 C-Bill	
Corporal Valeriy Cabell Regular Mech Tech	0 C-Bill	
Corporal Michael Çelebi Regular Mech Tech	0 C-Bill	
Corporal Margaret Sullivan Regular Mech Tech	0 C-Bill	
Corporal Alex Gooderston Regular Admin/Logistical	0 C-Bill	

Unit ▾	Class	Cost
Stalker STK-3F Assault Mek — Undamaged	4	7,463,825 C-Bill
Assassin ASN-21 Medium Mek — Undamaged	2	3,765,813 C-Bill
Jenner JR7-D Light Mek — Undamaged	1	3,198,375 C-Bill
Rifleman RFL-3N Heavy Mek — Undamaged	3	4,860,000 C-Bill
Griffin GRF-1N Medium Mek — Undamaged	2	4,957,107 C-Bill

<<<
>>>

Cancel   Edit (GM)   OK

If the *Track Original Unit* option is enabled, personnel will reclaim the Unit they joined the company with. If that Unit is unavailable a replacement will need to be provided. If no replacement is available, or the replacement is a lower class than the original unit, the difference will need to be paid, multiplied by 3,000,000 c-bills.

Alternatively, personnel can be gifted Units. The value of that Unit is then deducted from their final payout. This can be useful when multiple personnel retire at the same time, resulting in large payouts.

Payouts

When personnel resign, they are entitled to a final payout. This payout is typically calculated as their monthly salary multiplied by the number of months specified in the *Officer Payout Rate* or *Enlisted Payout Rate* campaign options.

Retirement

Personnel aged 50 or older will retire instead of resigning. Retiring personnel are entitled to an enhanced payout, which is their normal payout rate multiplied by the number of months set in the *Retirement Multiplier* option.

Retention Bonus

Optionally, personnel can be paid a retention bonus. The cost of which is equivalent to their normal departure pay. Paying this bonus reduces the individual's turnover target number by 2.

The cost of retention bonuses are divided by 12 if turnover frequency is set to *Monthly*; and by 52 if turnover frequency is set to *Weekly*.

Unit Loss Compensation

If the Track Original Unit option is enabled and the departing person provided their own unit, they will expect that unit to be returned when they leave the campaign. If this is not possible, they will expect a replacement unit or financial compensation equal to the unit's Class Index multiplied by 3,000,000 C-bills.

While reclaiming personal units is automatic, if a unit cannot be reclaimed, you can provide a replacement through the screen shown on the previous page. Simply click on the person, then select a replacement unit from the display on the right. Once this is done, click the '<<<' button. Replacement units can be removed by clicking the '>>>' button.

Unit Class Index Calculation

A unit's class is a weight index (ultra-light (0), light (1), medium (2), heavy (3), assault (4), superheavy (5)):
        - +2 if the unit has a Clan techbase
        - +1 if the unit has a techbase higher than IntroTech

This value is divided by 2 if the unit is non-functional.

Example: MechWarrior Bill arrived with a Clan Medium Mech, giving a Class Index of 4 (weight: 2, Clan tech: +2). If his Mech was destroyed and he was offered an IntroTech Heavy Mech (Class 3), he would expect unit loss compensation of 3,000,000 C-bills.

Breaking Contract

If personnel depart the unit while under contract, they waive their final payout, including unit loss compensation.

Family

If personnel depart the unit, any civilian spouses will leave with them. Non-adult children may also depart, depending on whether a parent remains with the unit. If a parent stays, each non-adult child has a 50% chance of following the departing parent.

If departing personnel have a non-civilian spouse, there is a 5% chance the couple will divorce, unless the personnel are retiring, in which case this check is waived. If the personnel are defecting, the check automatically fails, resulting in divorce. Divorce cannot occur if the remaining partner is not flagged as "divorceable" and the campaign option to enable random divorces is set to "None."

Target Number

Base Target Number

The calculation for the turnover base target number depends on the method specified in the *Turnover Target Number Method* campaign options.

Fixed

When using a 'Fixed' base target number, the target number will be equal to the value specified in the *Fixed Target Number* campaign option.

Negotiation and Administration

When using one of the dynamic target number options, the base target number will be based on the average skill of all personnel with the Admin/HR role.

Turnover Difficulty

The Turnover Difficulty campaign option applies a modifier to the base target number whenever one of the two dynamic options are selected. Each step above or below 'Regular' changes the base target number by 1.

Hidden Loyalty

If the loyalty modifier is enabled and loyalty is hidden, the loyalty modifier will be applied directly to the base target number. This deliberately makes it harder (though not impossible) to discern if and when loyalty is affecting the turnover target number.

Modifiers

Depending on campaign options, some of the following modifiers may be applied to the turnover target number. Each modifier's description assumes it has been enabled in the campaign options.

Founder

Personnel with the 'founder' flag decrease the target number by 2.

Service Contract

Personnel are assumed to be under contract if they have not served in the campaign for an equal or greater number of months than the *Service Contract Duration* campaign option. Under-contract personnel reduce their target number by the value set in the *Service Contract Modifier* campaign option.

Desirability

The higher skilled the personnel, the more sought after they are by other forces. A person's 'experience level' applies a modifier to their target number based on their skill level:
- Ultra-Green: -2
- Green: -1
- Regular: 0
- Veteran: +1
- Elite (or higher): +2

Fatigue

Personnel increase their target number based on their fatigue modifier. The fatigue modifier can be calculated as follows:

$$(Current\ Fatigue - 1) / 4$$
Minimum of 0, maximum of 3.

Administrative Strain

Administrative Strain represents the increased bureaucratic needs of larger campaigns. The campaign's administrative capacity is equal to the combined *Administration* skill of all personnel with the Admin/HR

role, multiplied by the value set in the *Administrative Capacity* campaign option. Even low-skilled Admin/HR personnel are valuable assets.

The amount of administrative strain generated by each person is typically equal to 1, with exceptions outlined below.

Multi-Crewed Units

For personnel in multi-crewed units, the total number of such personnel is divided by the value set in the *Multi-Crew, Civilian, & Prisoner Divider* campaign option. It is assumed that the Unit commander helps keep their personnel in line.

ProtoMech Pilots

For personnel assigned to ProtoMechs, the total number of such personnel is divided by 5. Similar to multi-crewed units, it is assumed the point commander helps keep their personnel in line.

Civilians and Prisoners

For civilians and prisoners, the total number of such personnel is divided by double the value set in the above option.

The modifier to the turnover target number from Administrative Strain is equal to the following calculation:

$$\textit{Total Administrative Strain / Administrative Capacity}$$

Management Skill

Management Skill represents the individual leadership talents of personnel in the chain of command. For each of the following roles, a single person is selected as the commanding officer for that role: Aerospace, Vehicle, Infantry, Naval, Tech, Medical, Administrator, MechWarrior.

Commanding officers are determined by the highest-ranked member of each role group, using experience level (green, regular, etc.) as a tiebreaker. That person's Leadership skill, plus the value set in the *Unskilled Penalty* campaign option, is their Management Skill. This Management Skill is applied to the turnover target numbers of all personnel covered by that role. If personnel have two roles, they use the mean value of the management skills from the commanding officer of both roles.

Example: MechWarrior Bill's commanding officer has a Management Skill of -1, increasing Bill's turnover target number by 1. Aerospace Pilot Sally's commanding officer has a Management Skill of 3, reducing her turnover target number by 3.

Unit Rating

Unit Rating influences the turnover target numbers for all personnel within the campaign.

If the campaign uses the *FM: Mercenaries (rev)* unit rating method, a modifier is applied based on the following Dragoon Ratings. If the campaign uses the *Campaign Operations* unit rating method, the modifier is calculated by dividing Campaign Operations reputation by 10 (rounding down) and then dividing the result by 2.5. This divider can be changed in the AtB tab of campaign options.
- F (0 or less): +2
- D (1): +1

- C or B (2-3): +0
- A or A* (4+): -1

Hostile Territory

As the name suggests, this modifier represents the difficulty personnel face when trying to leave the unit during operations in hostile territory.

When turnover checks are made during an active contract, all personnel reduce their turnover target numbers by 2 if the contract is offensive. An offensive contract is any contract that is not Garrison Duty, Cadre Duty, Security Duty, or Riot Duty.

If AtB is disabled, MekHQ cannot differentiate between contract types and will apply the modifier whenever there is at least one active contract.

Mission Completion Status

When turnover checks are made at the conclusion of a contract, the completion status modifies the turnover target number as follows:
- Success: -1
- Partial Success: +0
- Failed: +1
- Contract Breach: +2

Loyalty

When personnel are generated, they roll 3d6 and consult the following table to determine their loyalty score. The campaign Commander has their loyalty score improved by 2.

Roll	Modifier	Name
2-3:	+3	*Treacherous*
4:	+2	*Disloyal*
5-6:	+1	*Unreliable*
7-14:	+0	*Neutral*
15-16:	-1	*Reliable*
17:	-2	*Loyal*
18:	-3	*Devoted*

A person's loyalty modifier is directly applied as a modifier to the turnover target number. Therefore a positive modifier is detrimental, while a negative is beneficial. As shown by the name assigned to each loyalty modifier.

Prisoners

When prisoners are generated, they will roll 4d6 instead of 3d6 and drop the highest roll. This means prisoners, on average, will have worse loyalty compared to personnel recruited through other means.

Education

If the Education Module is enabled, anyone graduating from a reeducation camp will have their loyalty regenerated by rolling 4d6 and dropping the lowest roll. For more information on reeducation camps, please refer to the Education Module documentation.

Furthermore, whenever a person successfully graduates from a non-reeducation camp, they roll a d6:
 - On a roll of 1, their time away from the unit reduces their loyalty score by 1.
 - On a roll of 4 or higher, their loyalty score is increased by 1.

Recruitment

Personnel who are rated as 'ultra-green' receive a permanent increase of 2 to their loyalty score upon recruitment. Personnel rated as 'green' receive a permanent increase of 1 to their loyalty score upon recruitment.

Changing Loyalty

To change someone's loyalty score in GM Mode, right-click on the individual (or group) and select 'Regenerate Loyalty' from the 'GM Mode' menu. Alternatively, if hidden loyalty is disabled, loyalty scores can be edited directly through the Edit Person dialog.

Loyalty Changes

As personnel live their lives their loyalty will dynamically change based on the events they experience. The following events can change someones' loyalty - sometimes improving it, sometimes not.

To determine how many points Loyalty is changed by roll 3d6 and consult the following table:

3:   -3
4:   -2
5-6:   -1
7-14: no change
15-16: +1
17:   +2
18:   +3

Some loyalty events are marked as 'major' events. These events have a profound effect on the individual causing them to greatly reconsider their loyalties. For these events two sets of dice are rolled, with the roll whose result is furthest from '9' being used.

Mass Loyalty Change

If the campaign commander dies, or leaves the campaign via any method other than resignation or retirement, all personnel will roll to increase or decrease their Loyalty. Prisoners and personnel who have departed the unit do not roll.

Random Loyalty Changes

The following circumstances will increase or decrease loyalty by 0-3 points.

- The death of a spouse (major if the spouse was pregnant when they died)
- The death of a parent (if individual is a child)
- The death of both parents (major, if individual is a child)
- The death of a child (always major)
- Marriage (affects both parents)
- The birth of a child (affects both parents)

Executing and Jettisoning Prisoners

Executing prisoners can be a good way to remind personnel who's in charge, at the cost of losing any potential ransom. For every 20 prisoners executed (rounded down) all non-prisoners roll a d6. On a roll of 2+ their loyalty will be randomly improved. Otherwise they begin to question their loyalty, reducing their loyalty instead. Prisoners always decrease their loyalty following a round of executions.

In all three cases it is possible the loyalty gain, or doubt, is not significant enough to change the individual's loyalty.

Jettisoning prisoners into space follows the same rules, but is treated as a major event.

Missing a Payday

Having insufficient funds to pay the units' salaries immediately inflicts a reduction in loyalty across the entire unit. All non-prisoners, non-departed personnel roll on the above table; however, they count rolls of 15-18 as reductions to loyalty, instead of increments.

Graduation

When using the Education Module, any adult graduating from an academy increases their loyalty by the qualification's duration divided by 300.

Faction

A person's origin faction and the campaign faction can influence turnover target numbers:
- **Pirate**: If the campaign faction is 'Pirates', or the individual's origin faction is 'Pirates', and they are not in a pirate campaign, the turnover target number increases by 1.
- **ComStar or Word of Blake**: If the campaign faction and the individual's origin faction are both ComStar or Word of Blake, the turnover target number is reduced by 2.
- **Faction Loyalty**: If the person's origin faction matches the campaign faction (and the campaign faction is not pirate, ComStar, Word of Blake, or Clan), the turnover target number is reduced by 1.
- **Mercenary**: If the person's origin faction is 'Mercenaries', their turnover target number increases by 1.
- **Clan**: If the person's origin faction is 'Clan', their turnover target number decreases by 2.
- **War**: If the campaign faction and the person's origin faction are currently at war, their turnover target number increases by 4.

Age

Personnel aged 20 or younger are less willing to leave what is likely their first commission, decreasing their turnover target number by 1.

Conversely, personnel aged 50 or older are considering retirement. While not bound within a service contract, these personnel increase their turnover target number as follows:

- 50-64: +3	- 85-94: +6
- 65-74: +4	- 95-104: +7
- 75-84: +5	- 105+: +8

Family

Married personnel decrease their turnover target number by 1, so long as their partner is not in a civilian role (defined as anyone with the 'Dependent' or 'None' primary roles). Personnel with non-civilian adult children in the unit also reduce their turnover target number by 1. Both of these modifiers stack.

Injury

Each permanent injury suffered by personnel increases their turnover target number by 1.

Officer

Officers reduce their turnover target number by 1. However, personnel with the 'Tactical Genius' SPA, who are not officers, feel underappreciated, increasing their turnover target number by 1.

CamOps Fatigue

CamOps Fatigue is based on the Fatigue system outlined in Campaign Operations. After each scenario or when exploring unexplored StratCon hexes, personnel will gain fatigue. This fatigue may affect turnover target numbers, as described above, but is predominantly used by MegaMek when the TacOps Fatigue option is enabled. In short, a person's fatigue modifier reduces the number of rounds before they experience combat fatigue during a scenario. Since these are official rules, they will not be outlined here.

Non-Combat Modifiers

The only non-combat modifier applied is the optional modifier to turnover checks.

Fatigue Steps

Each time fatigue is healed or gained, it is done so in steps equal to the value set in the *Fatigue Rate* campaign option.

Fatigue Gain

Fatigue is accumulated in the following ways:

- **Scenarios**: Personnel gain one fatigue step every time they are deployed to a scenario.
- **StratCon**: Personnel gain one fatigue step every time they are deployed to explore a hidden StratCon hex. For forces in the 'Scout' role, only the first hidden hex is counted per deployment.
- **Injuries**: If the unofficial Injuries Increase Fatigue campaign option is enabled, personnel will gain one fatigue step for each injury suffered during a scenario.

Fatigue Healing

Fatigue is 'healed' at a rate of 1 fatigue step each week (on a Monday). Unlike the official rules, the rate of fatigue healing is not increased per week spent idle. Instead, personnel set to the 'On Leave' status heal an extra step of fatigue per week. Additionally, while there is no active contract, fatigue healing is increased by another step.

All three sources of healing stack, so personnel on leave while there is no active contract will heal three steps of fatigue each week.

Effective Fatigue

As per the rules outlined in Campaign Operations, fatigue is modified by the number of available field kitchens and the experience level of the individual. These are official rules and will not be covered here. However, it is possible to modify how many people each field kitchen can serve through the *Field Kitchen Capacity* campaign option.

Automatic Leave Threshold

If this option is in use, personnel will be automatically placed 'on leave' once their fatigue hits the specified threshold.

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