

Success in Staffing

Manager's Memo

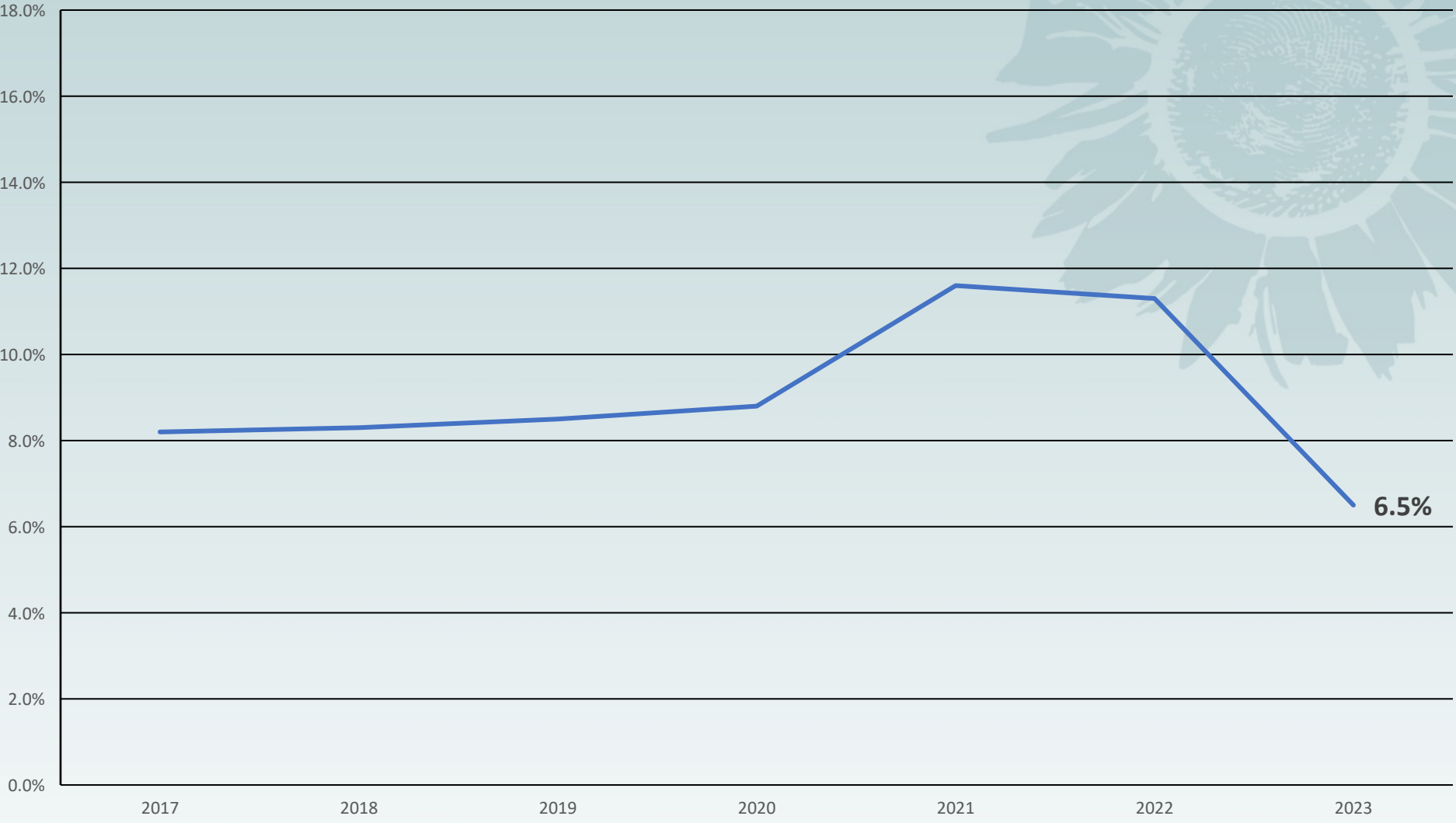
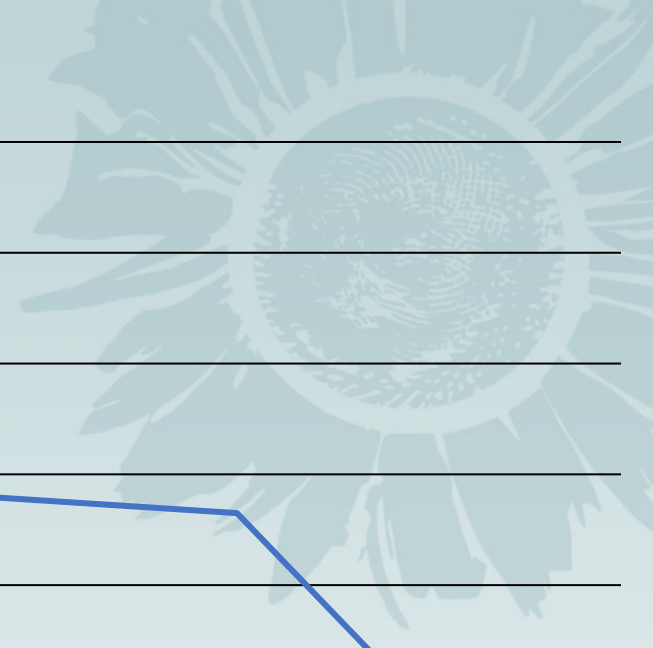
1/18/2024

Vacancy Rate vs. Turnover Rate

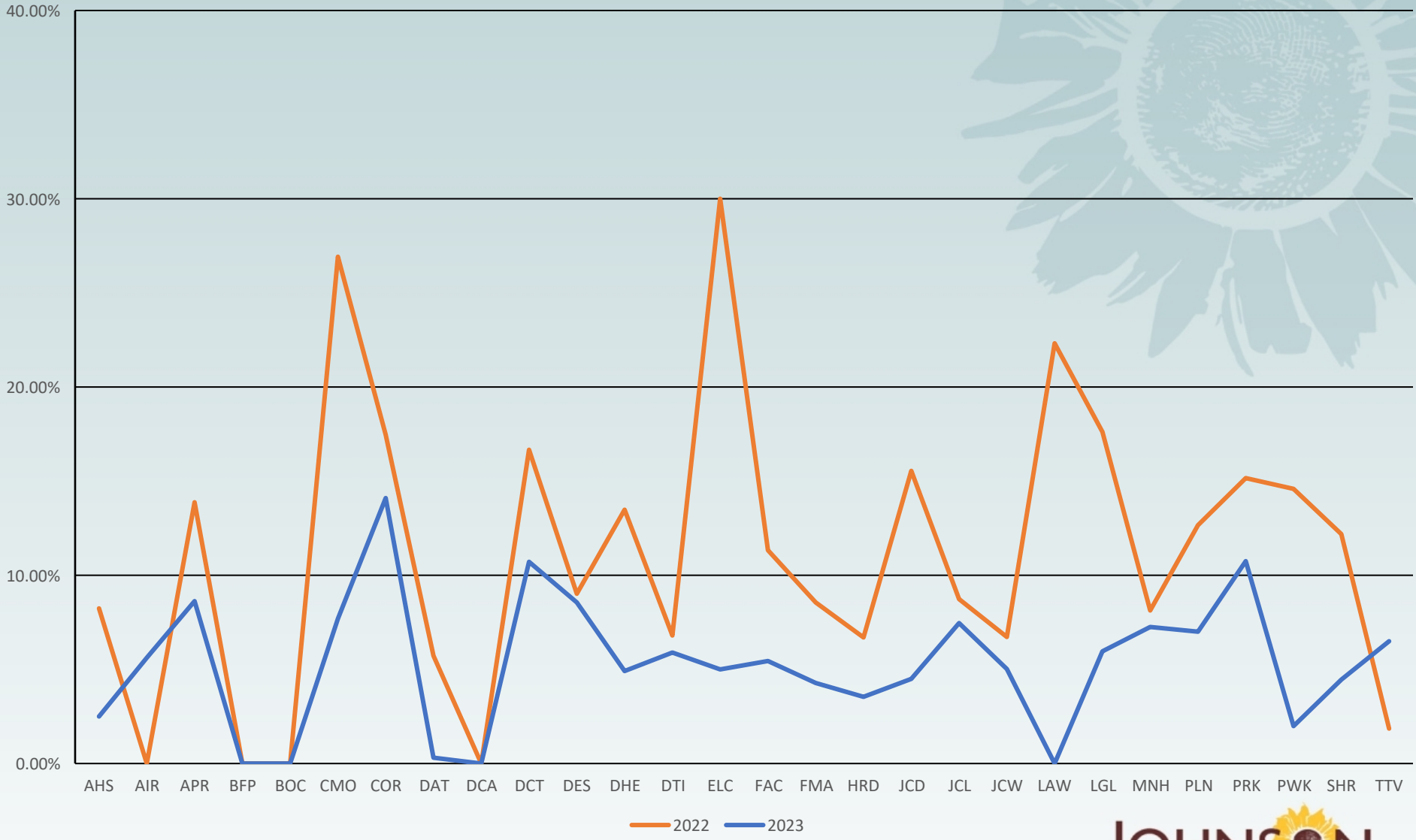
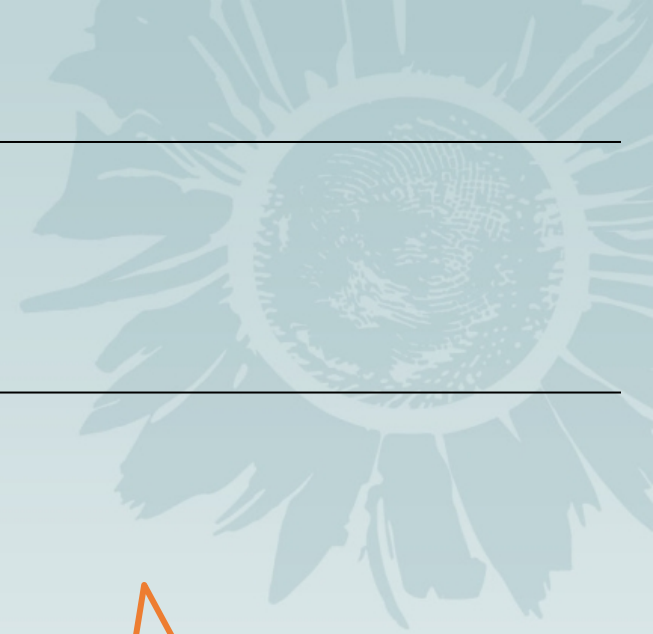
- Vacancy rate:
 - measures the percentage of vacant positions over a specific period of time and reflects the success of our recruitment efforts.
- Turnover rate:
 - measures how many employees leave an organization during a specific period of time and reflects our ability to retain talent.



Total Vacancy Rate YoY Comparison 2017 - 2023



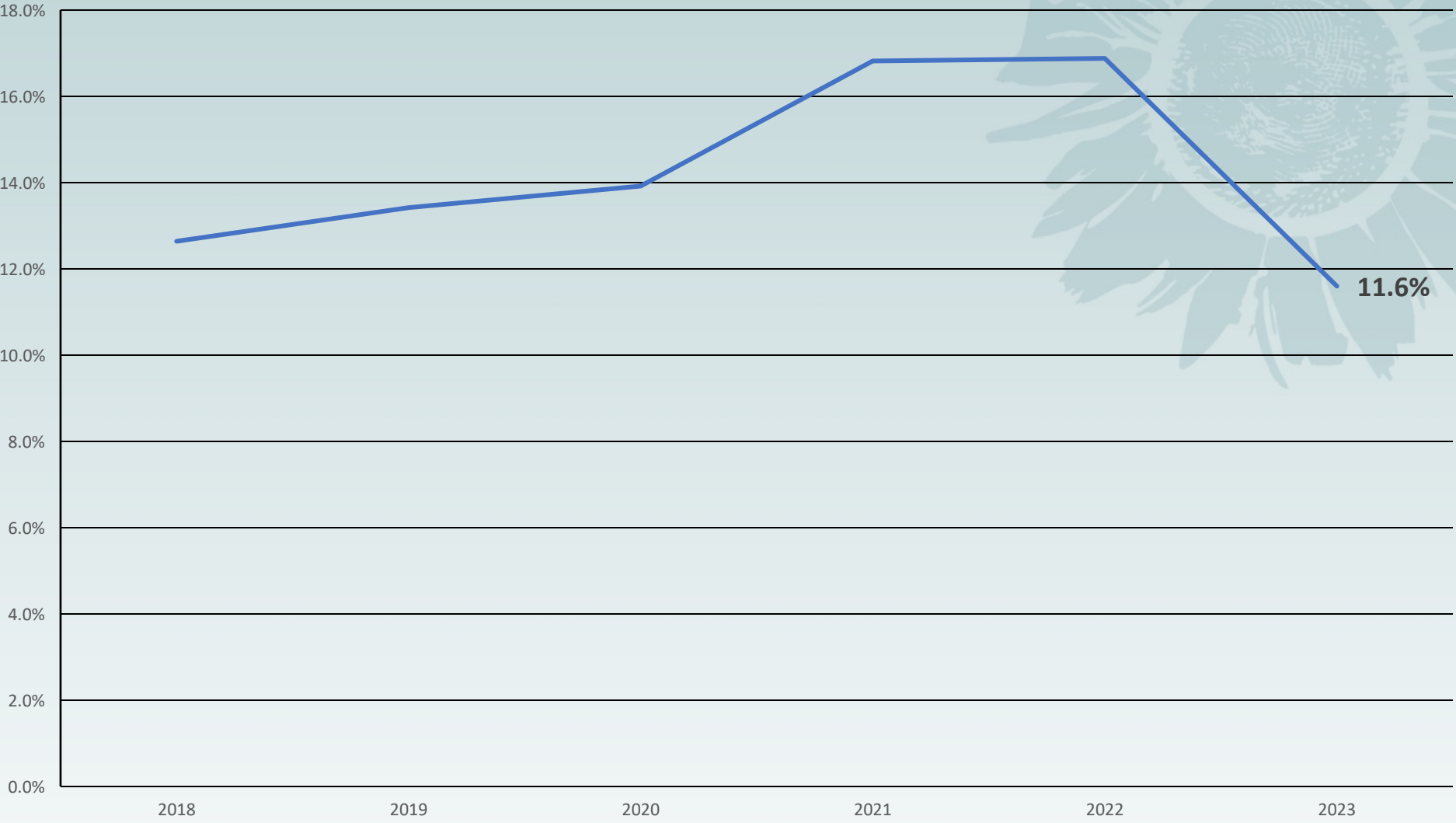
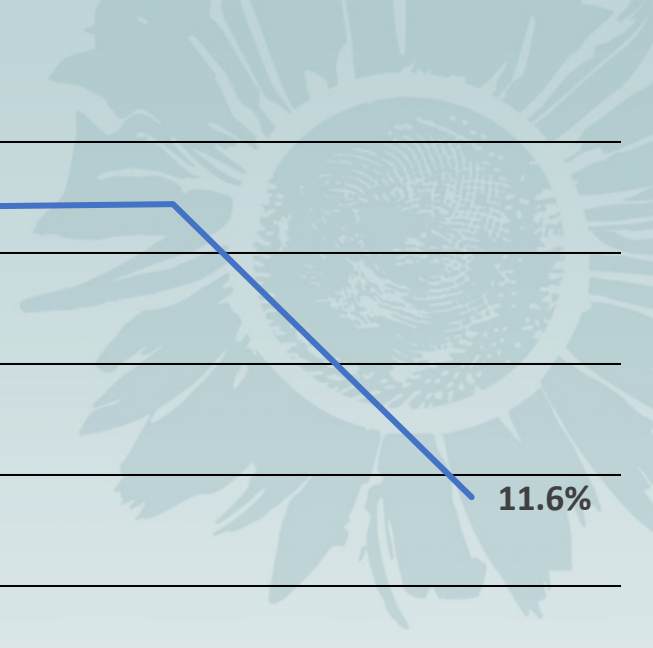
DAO Vacancy Rate Comparison 2022 - 2023



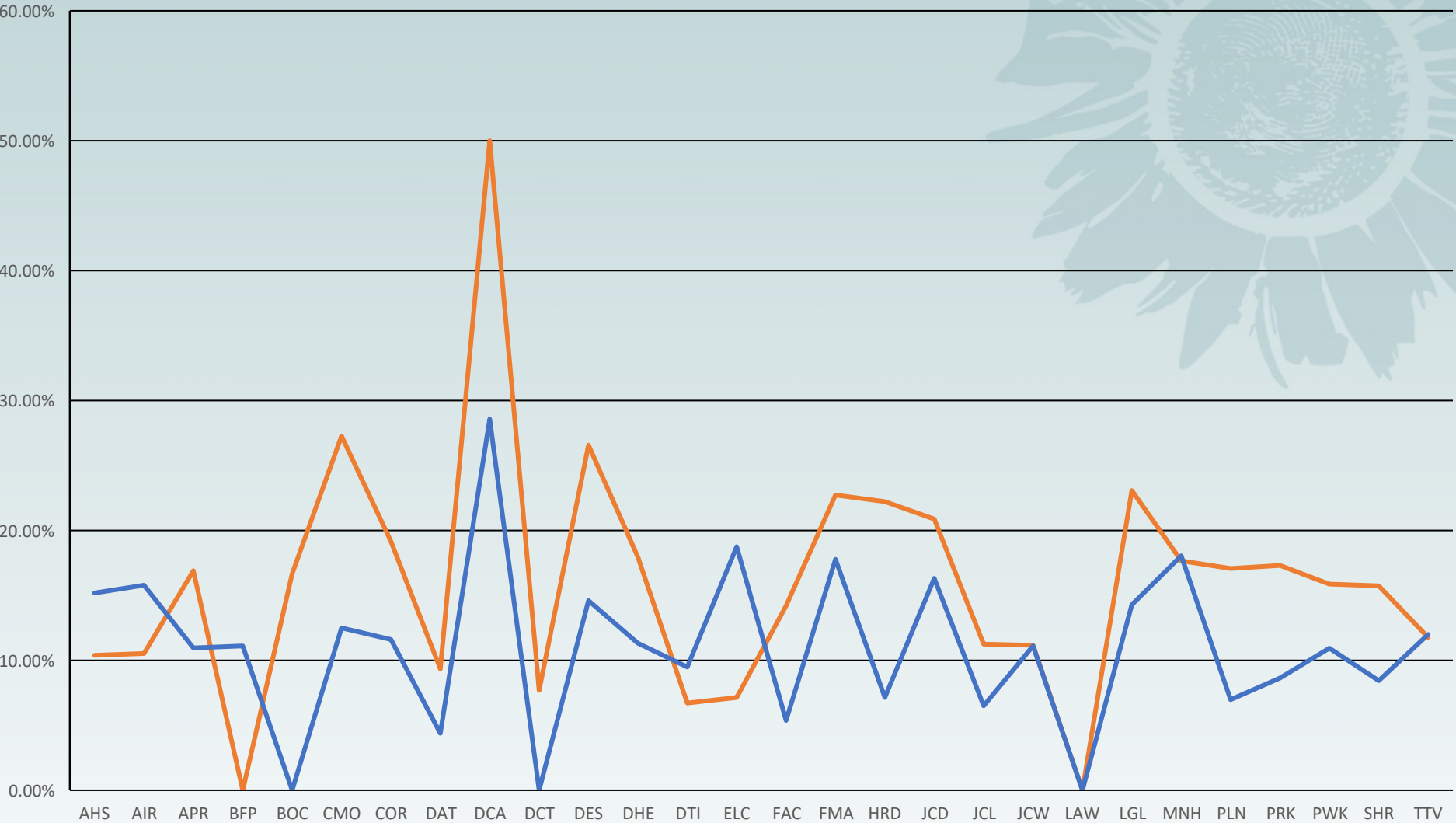
— 2022 — 2023



DAO Turnover YoY Comparison 2018 - 2023



DAO Turnover Rate Comparison 2022 - 2023



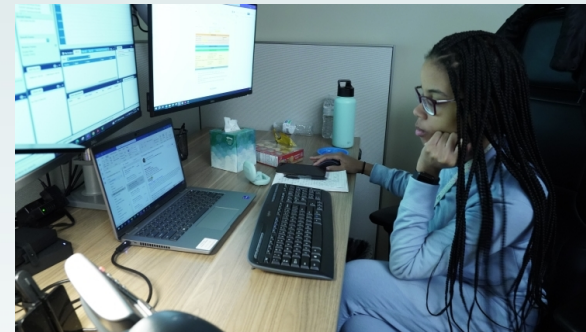
— 2022 — 2023





Actions taken to address Recruitment and Retention – Pay Structure at Market Level

- Compensation and Benefits Survey Market Adjustments
 - April 2023 – market adjustment for targeted jobs
 - July 2023 – market adjustment for all JC classified jobs





Actions taken to address Recruitment and Retention – Pay Structure at Market Level

- Transition to Step-Based Pay Systems
 - Sheriff's Office – October 2022
 - Emergency Services Med-Act – Jan. 2024



Actions taken to address Recruitment and Retention – Proactive Recruiting

- Filled Vacant HR Recruitment Specialist Position
 - April 2023
- Regional Talent Pipeline Collaboration
 - MARC Career Expo
 - G2U Talent Connections
 - Community Supported Employment Program Career Fair
- MED-ACT Recruitment Tour

Actions taken to address Recruitment and Retention – Employee Experience

- Applicant Tracking System (iCIMS) Implementation
 - November 6, 2023
- Benefits
 - Competitive Advantage
- Culture
 - High Performing Organization
 - VIBE





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