Board of County Commissioners

Recruitment and Retention Overview

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Director, Human Resources
March 5, 2024

AGENDA

- Purpose
- Background
- Workforce Trends
- County Data
- R&R Initiatives and Opportunities
- What Was Done
- A Look Ahead

PURPOSE

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To update the Board of County Commissioners (BCC) on workforce trends, internal data on vacancies, new hires and separations, hiring events attended and hosted, and recruitment and retention strategies and challenges/opportunities.

Human Resources Update

Challenges	Opportunities
• Countywide Vacancies • Department/Division Vacancies • Significant Vacancies • Why do individuals leave • Why do they come back	• What have we done to address the vacancies? • What are we currently doing • What can we do differently • How are we better

BACKGROUND

BACKGROUND

PRE-PANDEMIC 2019 → ***PANDEMIC 2020*** → ***COUNTY HIRING FREEZE 2020*** → ***GREAT RESHUFFLE 2020***

No OCG layoffs

Public Safety positions in Corrections and Fire Rescue were not subject to the freeze.

According to CNBC (2/1/23), Most people quit to take new jobs, not to leave the workforce altogether. Ample job prospects, higher wages and remote work helped fuel the trend.

GREAT RESIGNATION 2021 → ***GREAT RESIGNATION 2022*** → ***QUIET QUITTING***

47.8M people quit their jobs*

50.5M people quit their jobs*

*https://www.cnbc.com

WORKFORCE TRENDS

WORKFORCE TRENDS

Over the last few years, the County, similar to many other employers across the nation, has faced challenges recruiting and retaining employees.

"Rising inflation. Stagnating real wages. A stubbornly competitive labor market. With these three trends on a collision course — and compensation ranked as the #1 top priority for candidates globally — something has got to give." *LinkedIn*

The County has been

- reviewing our internal recruitment processes,
- strategizing on creative ways to enhance our talent pool,
- partnering with stakeholders to improve employee engagement and
- developing innovative approaches to address culture and talent retention.

WORKFORCE TRENDS

By The Numbers

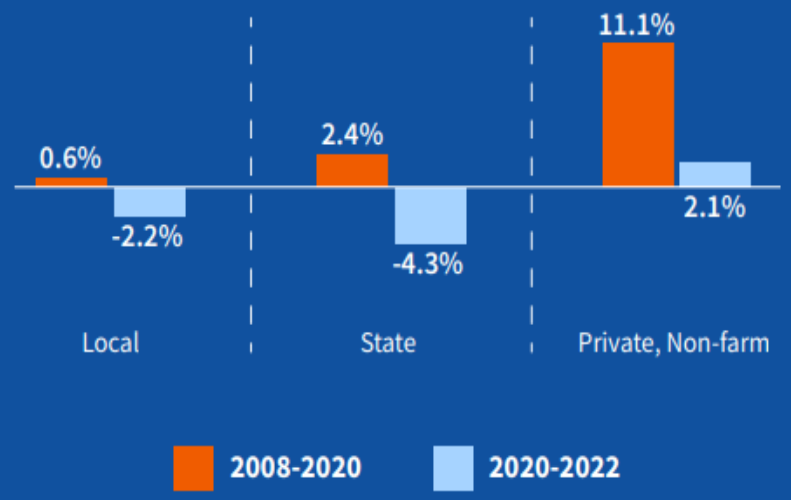
State and local government employment levels are still lower than they were before the pandemic, with state governments missing 200,000 jobs – a decline of 3.8%, relative to February 2020 — and local governments down by 305,000 jobs or 2.1%, according to Forbes.

AI vs. ML

AI is the ability for machines to perform tasks traditionally seen as requiring human intelligence.

ML is a model which relies on data and self-modifying methods to identify patterns and make predictions or generate content.

Change in Employment, by Sector



Data from July 2008-February 2020 and February 2020-December 2022

Source: MissionSquare Research Institute

In the past year, 35% of state and local employees report accelerating their retirement date, according to the MissionSquare Research Institute's State and Local Workforce 2023 Survey Findings, published in June 2023.

Bureau of Labor Statistics

Job openings at the state and local government levels

- 959,000 in May 2023
- 928,000 in May 2022

Since the pandemic started in 2020, more than half of state and local workers have said they are considering leaving their jobs.

"Changing worker preferences is leaving U.S. employers with too few workers to fill job openings."

WORKFORCE TRENDS

Area:	Orlando-Kissimmee-Sanford, FL Metropolitan Statistical Area
Area Type:	Metropolitan areas
State/Region/Division:	Florida

https://data.bls.gov/pdq/SurveyOutputServlet

Things employers are up against

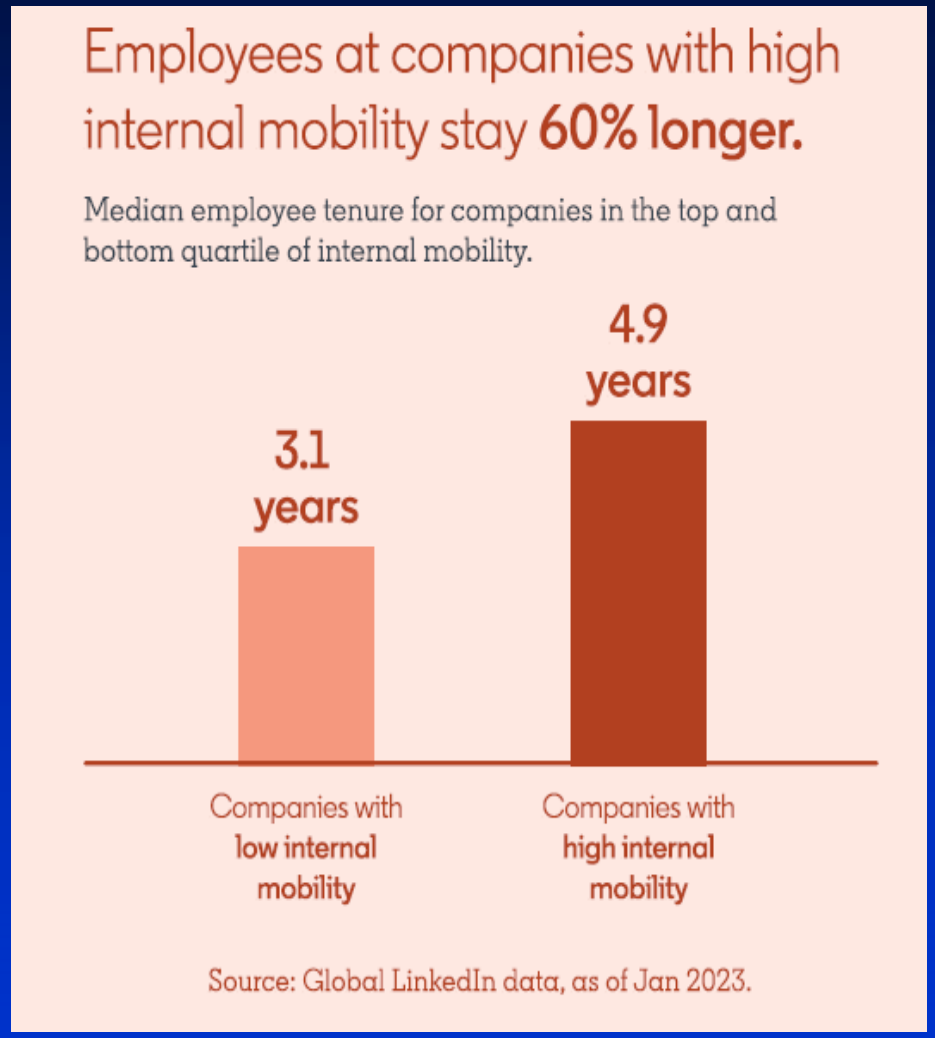
- The economy is growing
- Unemployment is very low – 2.9%
- Wages grew 4.4% last year
- COVID
- More and more jobs = competition
- Less education for better jobs
- A lot of lower wage earners are NEVER returning

Source: Frederick Bloetscher, Ph.D., P.E.
Florida Atlantic University

WORKFORCE TRENDS

The County's next great hire might already be on the payroll.

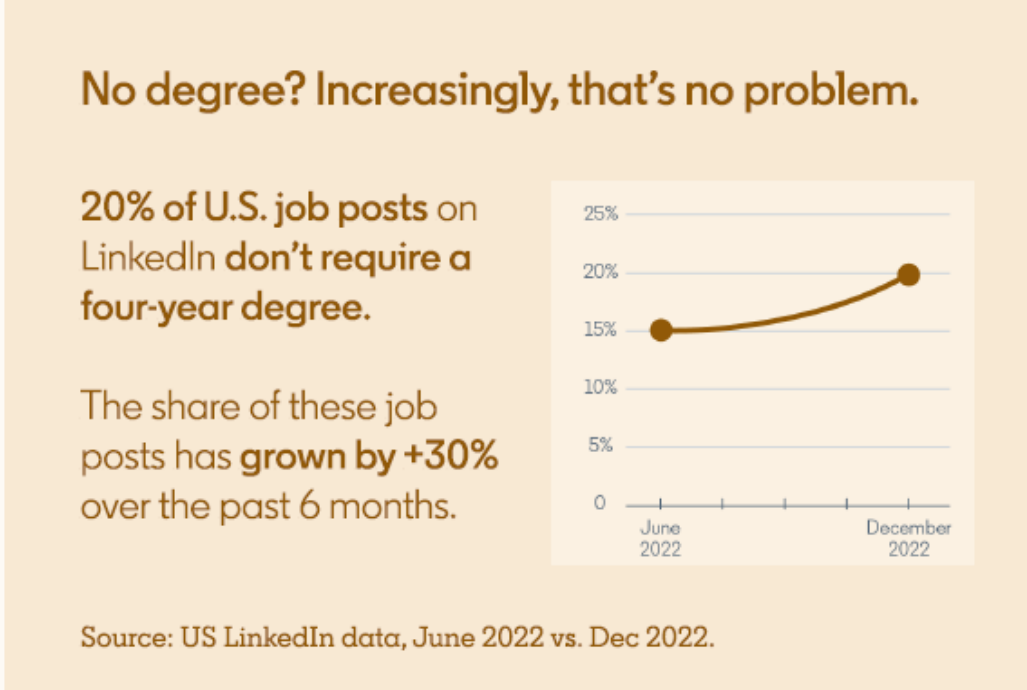
- "The shaky economy is forcing companies to look within more frequently when filling open positions
- Internal mobility = higher employee retention.
- LinkedIn data shows that employees stay at companies almost 2x longer if the employer is highly committed to internal hiring."



WORKFORCE TRENDS

- "Slowly but steadily, employers have begun to embrace skills-first hiring...being open to hiring candidates who don't have college degrees, you'll be taking a big step forward in diversifying your workforce.

- There's a growing consensus that removing four-year requirements is one of the most important things you can do to promote diversity.
  - Potential of underrepresented groups
  - Experienced workers who didn't go to college perform almost as well as college grads on critical measures.
  - Today **one in five jobs on the LinkedIn platform don't require a four-year degree**.
    - ...more employers look to hire people...who can bring different perspectives to their organization."



COUNTY DATA

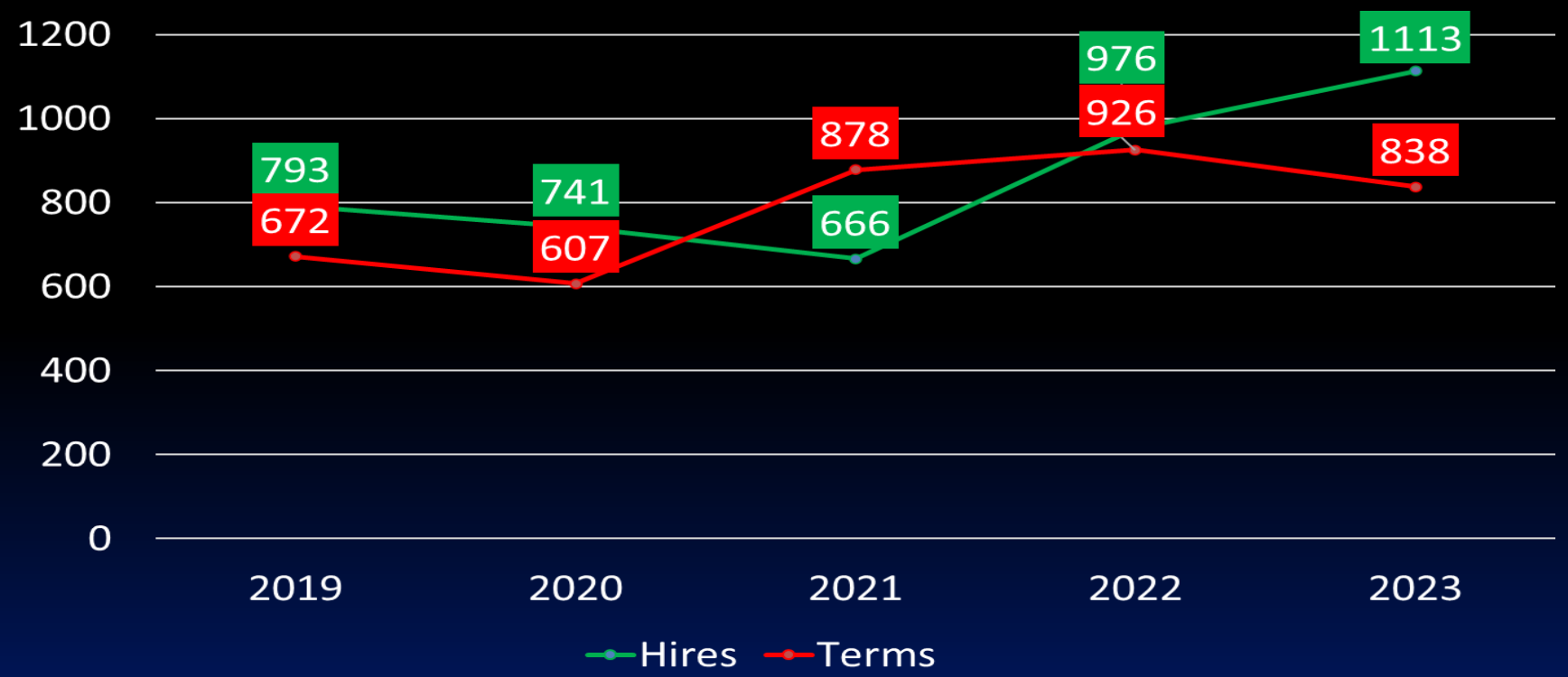
COMPARATOR DATA

Neighboring Counties Vacancy/Turnover Rates:

County	Vacancy
Volusia County	24.71%
Orange County	**14%**
Hillsborough County	12.40%
City of Orlando	12.20%
Seminole County	10.77%
Lake County	10%
City of Tampa	10%
Duval County	5%
Broward County	No data available

County	Turnover
City of Orlando	24.70%
Volusia County	20.14%
Hillsborough County	15.29%
Seminole County	14.93%
Broward County	14.7%
Orange County	**11.94%**
City of Tampa	11%
Duval County	7.36%
Lake County	No data available

5 YEAR NEW HIRES VS. SEPARATIONS COUNTYWIDE



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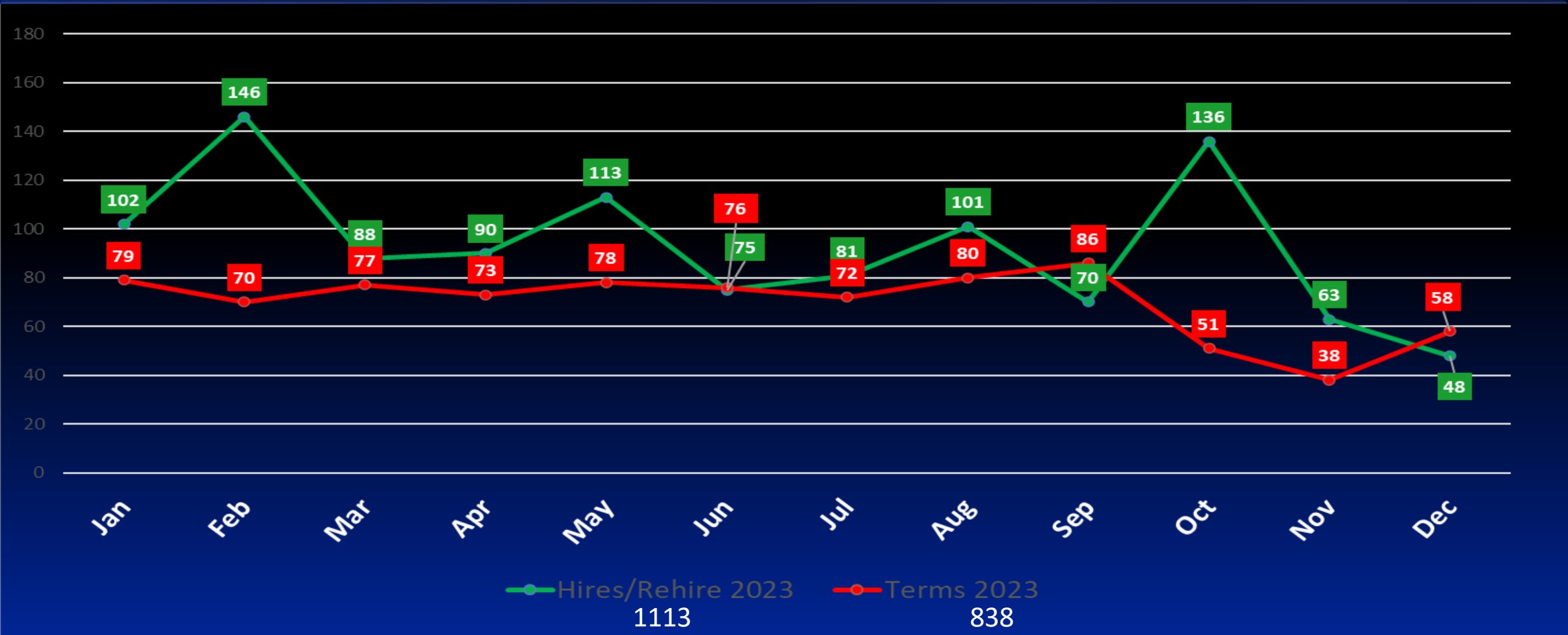
	2019	2020	2021	2022	2023
Hires	793	741	666	976	1113
Terms	672	607	878	926	838
Avg Annual Turnover	9.64%	8.61%	12.99%	13.74%	11.94%

2023 NEW HIRES VS. SEPARATIONS BY DEPT/DIV

Department	Hires	Separations	Net Gain/Loss
Community and Family Services	182	110	72
Fire Rescue	235	177	58
Utilities	165	118	47
Corrections	168	141	27
Planning Environmental Development Services	76	53	23
Health Services	75	61	14
Public Works	62	50	12
Convention Center	52	41	11
Administration and Fiscal Services	36	32	4
Administrative Services	31	28	3
Board Of County Commissioners	8	5	3
Court Administration	14	11	3
County Administration (Atty, Comms/Media)	9	11	-2
Total	1113	838	275

2023 NEW HIRES VS. SEPARATIONS COUNTYWIDE



1113 838

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Average
Total 2023 Vacancies	1345	1318	1319	1260	1258	1261	1260	1233	1308	1251	1219	1232	1272

WORKFORCE TRENDS

Why Employees Are Leaving

Top 3 Reasons Employees Are Considering Changing Jobs

52% Want a higher salary or a better benefits package

47% Feel burned out from stress of job during pandemic

36% Need better work-life balance

Top 3 Reasons Considering Retiring and/or Leaving the Workforce Entirely

42% Feel burned out from stress of job during pandemic

37% Want time to do things that bring joy

26% Tension have faced working with the public (or students' parents)

Top 3 Reasons Causing Increase In People Leaving Their Jobs Voluntarily

58% Added stress due to the pandemic

52% Concern about safety due to COVID-19

47% People are rethinking what they want to do

8 in 10 Say the increase in number of people leaving voluntarily has put a strain on their workload

Source: MissionSquare Research Institute

TOP 10 SEPARATION REASONS COUNTYWIDE

2023		2022		2021	
Another Job	201	Another Job	298	Another Job	292
FRS Retirement	162	FRS Retirement	174	FRS Retirement	192
Other Reasons	95	Other Reasons	64	Work / Life Balance	56
Family Reasons	63	Relocation	57	Other Reasons	55
Health Reasons	42	Family Reasons	55	Family Reasons	48
Relocation	38	Work / Life Balance	39	Relocation	41
Failure to Complete Probation	28	Career Change	33	Health Reasons	29
Work / Life Balance	24	Health Reasons	27	Work Environment	27
Career Change	23	Work Environment	23	Career Change	21
Return to School	21	Misconduct	22	Death	19

Note: Reasons are self-selected by the employee and may differ from actual reason.

EMPLOYEE SEPARATIONS (PAST 12-YEARS)

- This data shows the average years of service employees remained with the County, prior to their separation - final position held.
- Since 2012, the count of employees separating from the County has *mostly* trended upward.
- The average years of service for these same employees has *mostly* trended downward.
  - Voluntarily Only: 10.76 Years
  - Involuntarily Only: 6.08 Years

1/1/2012 - 12/31/23	*Separated Employees - 12-Year Average Years of Service vs. Separated Emp Count	
Term Year	Average Years of Service	Employee Count
2012	12.45	499
2013	10.78	532
2014	12.65	580
2015	12.71	615
2016	11.30	613
2017	10.34	599
2018	9.62	668
2019	10.34	672
2020	10.20	607
2021	8.87	878
2022	8.73	926
2023	8.55	838
Grand Total	10.32	

- **Table includes all Regular full-time/part-time employees who have separated either voluntarily or involuntarily during the year indicated.*

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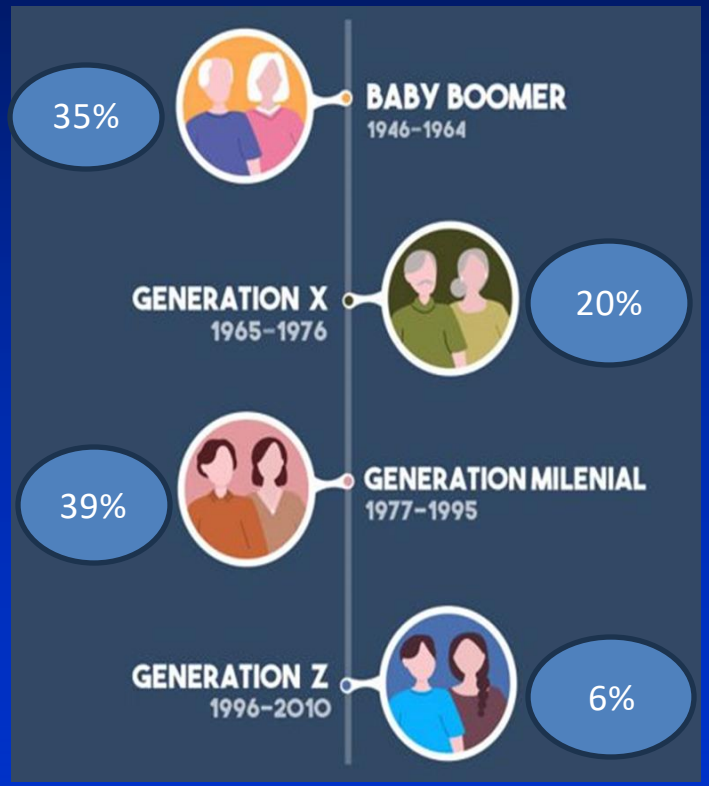
Separations by Generation...



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RECAP OF 2023 R&R INITIATIVES

INCENTIVE PROGRAMS

- Hiring Incentive - 845 incentives paid, 709 (84%) of these employees remain active with the County
- Referral Incentive- 229 incentives paid, 193 (84%) of the referred employees remain active with County $400 per recipient.

OUTREACH

- Conducted regular bi-weekly/monthly strategic planning meetings with departments on Recruitment & Retention Initiatives
- Increased departmental engagement via 39 site visits (excludes Fire & Rescue)
- Conducted 271 Exit Interviews to better understand why employees are leaving the organization
- Purchased and utilized LinkedIn Recruiting
- Reduced the average time to fill positions from 66 to 48 days

HRIS/ISS

- Implemented Sterling Solutions for Fingerprinting, eVerify, and I9 administration
- Deployed DocuSign (Recruiting) to streamline the onboarding process
- Added enhancements to PeopleSoft to improve the applicant experience.

R&R INITIATIVES AND OPPORTUNITIES

COUNTYWIDE RECRUITMENT OPPORTUNITIES

- Candidate experience
  - National network for drug screenings and physicals
  - Candidate interview travel expenses
  - Manual onboarding process
  - Challenging candidate experience going to different vendors for each step of the onboarding process
  - Relocation costs coverage for appointed positions only

- Process
  - Dept review of candidates
  - Need one pool across multiple departments/divisions for same job
  - Revamp entire recruiting life cycle following thorough review (ie. removal of physicals for non-public safety roles)

COUNTYWIDE RETENTION OPPORTUNITIES

- Development/Technology
  - Formal career development roadmap for all employees to identify the skills necessary to move up in the organization (ie Fire Rescue already has a successful plan in place with their Fire Rescue Recruit Program. Similar career progressions exist for Utilities, PW Inspectors and Corrections ranks).
  - Manager involvement in employee development
  - Changing Cultural/ Institutional Norms

Culture by design

Selection
Development
Communication
Care

R&R PRIORITIES

RECRUITMENT PRIORITIES:

- Employment branding
- Improving the candidate experience
- Enhanced Technology – ATS
- Process Improvement – HR/ISS/OPS/CMPT

RETENTION PRIORITIES:

- Culture
- Development
  - Skills enhancement
  - Career Development Roadmaps
- Pay
- Benefits

WHAT WAS DONE

WHAT WAS DONE| RECRUITMENT

2023 Hiring Events Hosted

Area	# Attended	Offers Extended	Offers Accepted	Successfully Onboarded	% of Offers Accepted Onboarded	% of # Attended Onboarded
Park & Recreation (February 2023)	90	20	20	17	85%	19%
Corrections (February 2023)	57	49	49	13	27%	23%
Utilities (March 2023)	90	34	31	13	42%	14%
Youth & Family Services (April 2023)	40	18	18	5	28%	13%
Convention Center (April 2023)	170	102	102	51	50%	30%
Head Start (June 2023)	70	40	34	22	65%	31%
Youth & Family Services (September 2023)	50	21	15	8	53%	16%
Corrections (September 2023)	75	63	63	8	13%	11%
Youth & Family Services (November 2023)	22	9	9	3	33%	14%

Do we have event pictures that can be added to this slide?

WHAT WAS DONE | RECRUITMENT

2023 Job Fairs Attended

Date	Event
1/25/23	CFEC Mayor's Job Fair
1/28/23	Orange County Mayor's Open House
3/1/23	I Heart Media Job Fair
3/1/23	Rollins College- Networking & Recruiting Night
3/9/23	UCF Athletics Networking Knights
3/10/23	UCF Downtown Campus Career Lunch
3/28/23	Ana G. Mendez University Career Fair
4/25/23	Valencia Accelerated Skills Training Program
5/1/23	Jobs Partnership Career Fair

Date	Event
5/4/23	Orange Technical College Career Fair
5/12/23	Orange County Medical Clinic Anniversary Event
6/13/23	Seminole State College – Public Safety Event
6/28/23	Rollins College Employer Engagement Open House
8/10/23	Hire Palooza 2023- Orlando Jobs
9/13/23	CFEC- Governor's Job Fair
10/3/23	Rollins College Career & Internship Expo
11/16/23	Seminole State College Career Fair
11/17/23	Orlando Jobs Diversity Job Fair

Note: This list is not all-inclusive, but rather highlights the events attended by HR only. Several areas like Fire, Corrections, Public Works and Utilities host other events with high schools and local colleges/universities.

WHAT WAS DONE| RETENTION

- **Retention Incentives**
  - Referral Incentive reduced to one payment
    - 237 Referral Incentives processed
    - 397 Hiring Incentive 2nd payments processed
  - Enhanced Sign-on Incentive
  - Established Longevity Pay for non-bargaining employees
  - Degree/Certification Incentives

WHAT WAS DONE| RETENTION

- **Recognition**
  - 1,439 employees were recognized for service award milestones and $43,750 in monetary service awards were distributed.
  - Launch of Orange You Amazing (OYA) Employee Recognition & Incentive Program
    - Implementation of Breakfast with the Mayor & County Administrator
    - Cash Incentive Awards

WHAT WAS DONE| RETENTION

- **Retention Incentives Continued**

- Education Assistance – Increased assistance amount from $1250 to $2500

- Special Pay adjustment for Detention Service Technicians which had a vacancy rate of 34% and a 20% turnover rate.

- Hired outside Consultant that completed a study that led to a 4% mid-year increase for non- bargaining and a 3% Special Pay increase to some eligible employees.

- PW CDL Training Program partially funded through Career Source

WHAT WAS DONE| RETENTION

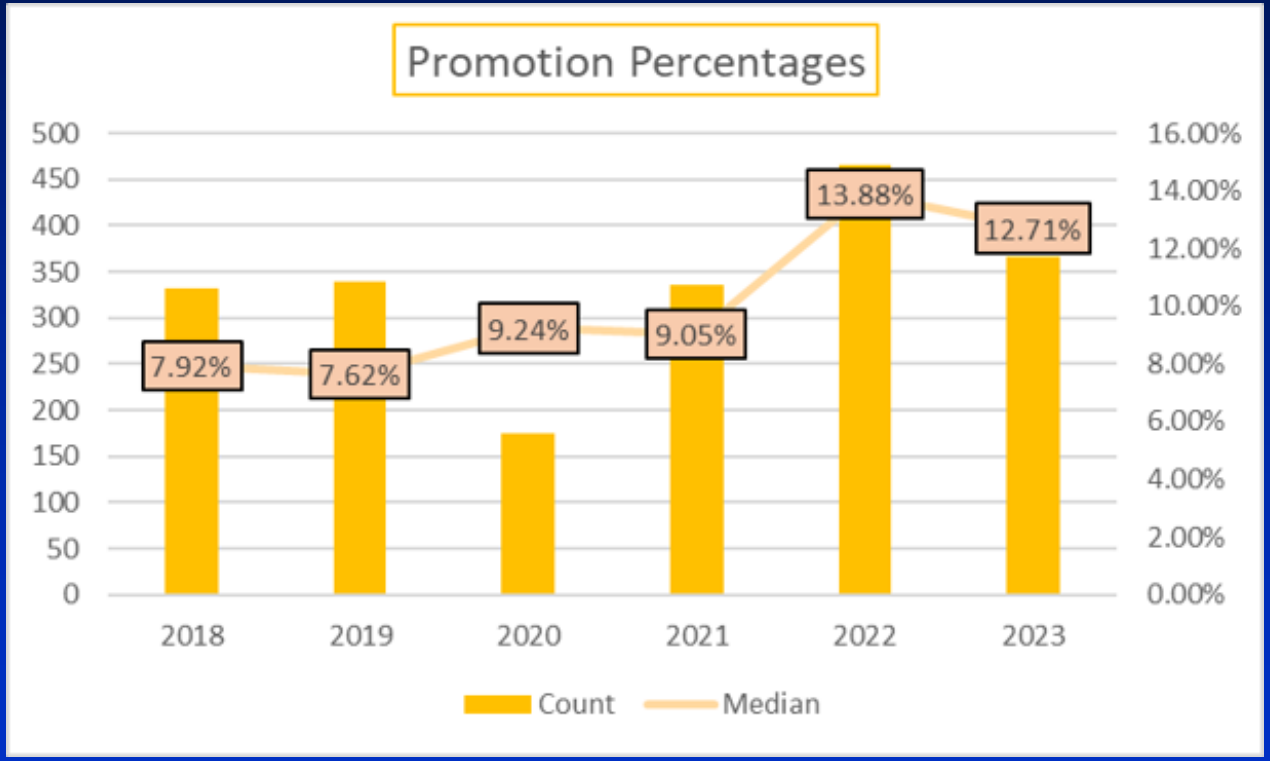
- **Enhanced Culture and on-site Working Conditions**
  - Hybrid work schedules, flexible hours

  - Provided Benefits/Wellness offerings that meet employee demographic needs
    - No employee premium increases – County absorbed the cost
    - Introduced **Arthritis @Work program**
    - New partnership with Debt Management Credit Counseling Corp. ("DMCC") a nonprofit credit counseling organization to assist employees with the repayment of their debts, loan repayment and housing assistance and counseling.
    - DROP Extensions - 317 offered, 127 meetings completed
    - Added 2 additional holidays - Veteran's Day and 1 additional Floater
    - THRive Diabetes program
    - OnSpot Dermatology
    - Mobile Mammography
    - Lifestyle and Wellness Coaching
    - On-site BP screenings
    - Weight loss programs

myOCWellness
Live Differently...
A Better You

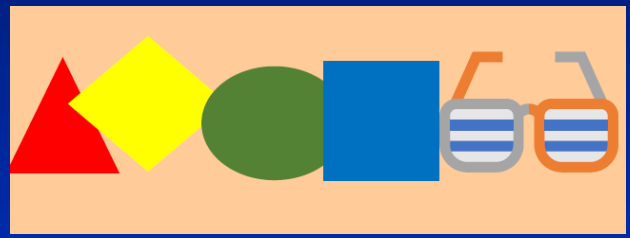
WHAT WAS DONE| RETENTION

- In March 2022, the standard promotional pay increase percentage was changed from 7.5% to allow Department Directors the ability to promote employees up to the midpoint of the pay range.
  - This policy change has increased the average promotional pay percentage over the past few years, benefitting all staff levels.
- The drop in count of promotions processed in 2020 is a direct correlation to the hiring freeze at the time.



WHAT WAS DONE| RETENTION

- **Customized department cultural interventions**
  - Climate Survey Administration
  - Cultural Intervention Proposal Recommendations
  - What's My Communication Style Facilitations
  - Understanding and managing multiple generations

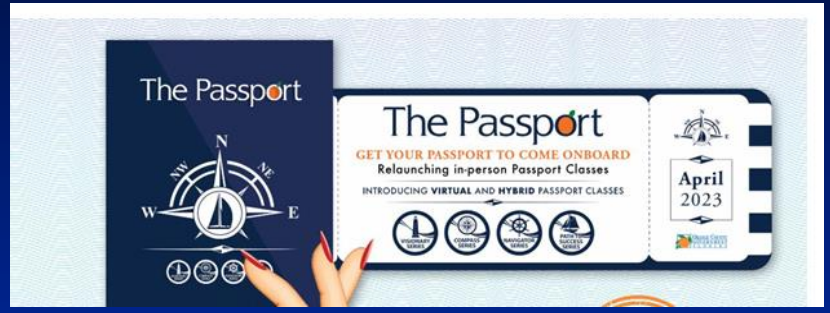


- **Enhanced Management and Labor Relations**
  - Market Studies and Salary adjustments
  - Conducted focus groups
  - Successfully negotiated union contracts

- **Enhanced communications within the department**
  - Lock Screen Banner shown on Large TV in maintenance units
  - Directors Monthly/Quarterly Newsletter highlights employee promotions and accomplishments
  - Town Hall Mtgs, Lunch & Learns, Appreciation Days

WHAT WAS DONE| RETENTION

- **Increased Management and HR Visibility**
  - Internal Employee Meetings/Recognition Events
- **Enhanced supervisory and development programs**
  - Encouragement of staff to attend Passport courses
  - Defined career pathing
- **Enhanced employee mentorship programs**
  - Streamlining promotion from Underslot
  - 421 certified volunteer staff in 2023. Certified volunteer staff received humanitarian and monetary awards.
  - Increased education opportunities
  - Leveraging internal talent



A LOOK AHEAD

FY23-24 R&R PRIORITIES

A LOOK AHEAD | BRIDGING THE TALENT GAP

- **Future Dispatcher Program**
  - Partnership with OCPS/O-Tech and CareerSource CF to build curriculum for HS students

- **Enhanced Internship Program**
  - Partnership with Valencia

- **Utilities H2O Pipeline Program**
  - Apprenticeship training leading to hiring of student participants

- **Public Service Career Exploration**
  - Partnership with CareerSource CF

- **County Attorney's Office offers Externships for law students to earn credits for a semester**

A LOOK AHEAD | FY23-24 R&R PRIORITIES

- Benefits/Wellness
  - Mental/Behavioral health awareness
  - Financial Wellness
  - Explore additional medical plan offerings to attract and retain employees
    - Family Planning benefits
    - Offer Paid Parental Leave
  - Expand benefits portfolio to include additional voluntary benefit offerings

- Compensation
  - Update job descriptions
  - Continue market evaluations

- Organizational Development
  - Stay Connected Initiative

A LOOK AHEAD | FY23-24 R&R PRIORITIES CONT'D

- Recruitment
  - Continue to reduce time to fill (Jan 2023-66 days; Jan 2024 – 48 days)
  - Evaluate/streamline processes
  - Further build community connections
  - Collaborate with Divisions to create a recruitment communication playbook
  - Build out department/division specific recruitment web pages on the external site.

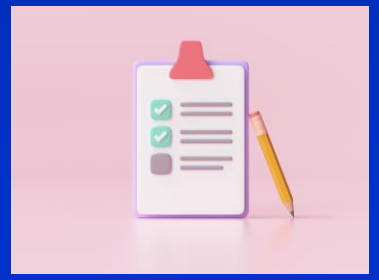
A LOOK AHEAD | FY23-24 R&R PRIORITIES CONT'D

- Emergency Management
  - Volunteer Recruitment

- Continued Process Improvements

- Talent Assessments
  - Ensuring the right people are in the right roles
  - Ongoing staff development

- Client Satisfaction Survey
  - Quality control



A LOOK AHEAD | FY23-24 R&R PRIORITIES CONT'D

Technology Advancements

- Applicant Tracking System
- Systems Integration
- VOE/VOI
- Use of AI integration (Systems) myOCIntel
- Manager Self Service (MSS) transactions within myOCPortal
- Enhanced Call Center software

Antiquated recruitment technologies: Platforms that aren't user-friendly to today's tech-savvy workforce won't help agencies connect with the best talent. In fact, outdated recruitment tools give the impression that the agency is behind the times. Plus, it can take more than a month for states and localities to respond to applicants, according to Securing States: Modernizing to Attract and Retain Cyber Talent, a report that NASCIO published in March 2023. By then, many would-be workers have taken jobs elsewhere.

Continue to Strengthen Org-wide Working Conditions

- Is our organization providing the best experience and environment?
- Design Thinking Innovation Initiative Ambassadors
- Effective Communications
- Leverage the power of storytelling to demonstrate the organization's working environment
- Visibility
- Maintain Trust
- Lead by example

FY23-24 R&R SUMMARY

The County is not alone in its efforts to recruit and retain talent.

Local and State unemployment remains low giving candidates more choices, therefore public sector employers need to highlight what makes us unique by providing the following:

- Stable Wages
- Schedule Flexibility
- Mission-Driven Work
- Advanced Technology
- Work/Life Balance
- Skill Development Opptys
- Inclusive Work Environment
- Career Advancement
- Public Service Loan Forgiveness

COMMITMENT

DISCUSSION AND Q&A