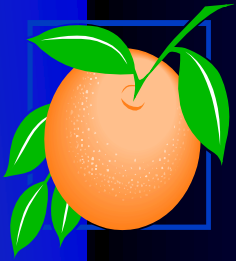




Human Resources

August 1, 2017

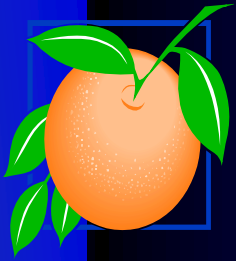


Presentation Outline



- **Background**
- **Countywide Turnover**
- **IAFF Turnover**
- **Impacts of Turnover**
- **Employee Retention**
- **Summary**

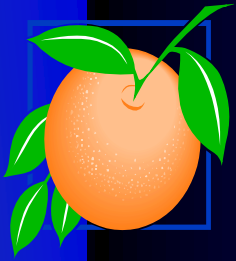




Presentation Outline

- **Background**
 - Countywide Turnover
 - IAFF Turnover
 - Impacts of Turnover
 - Employee Retention
 - Summary

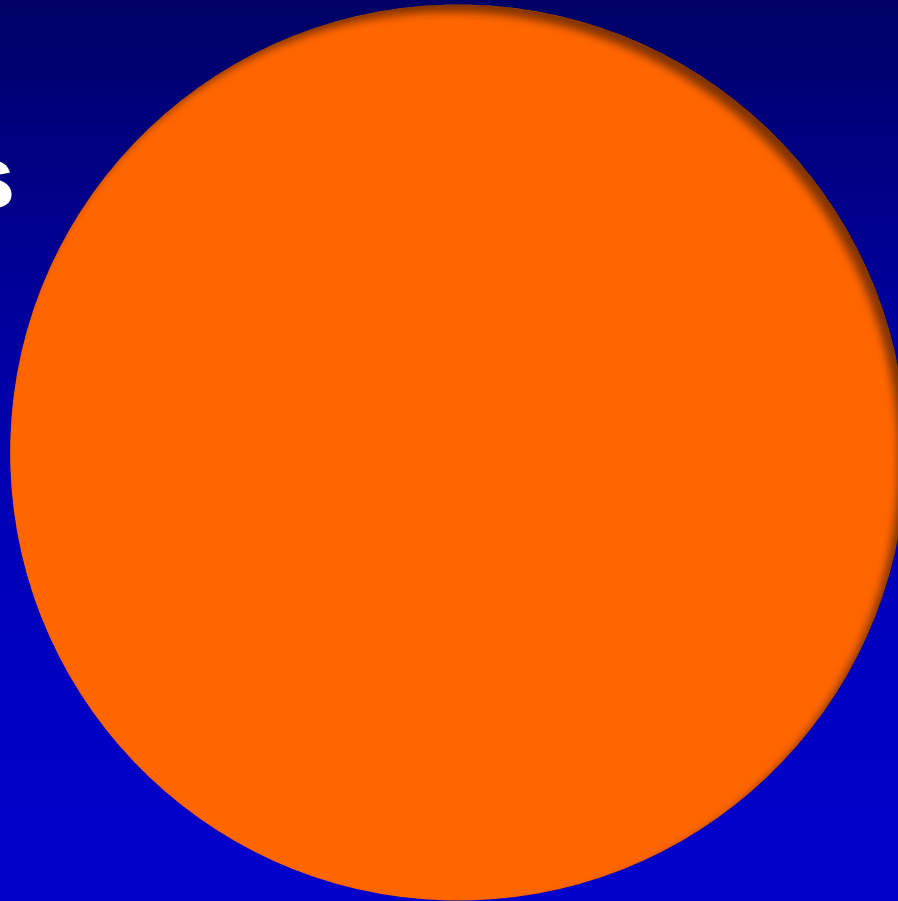


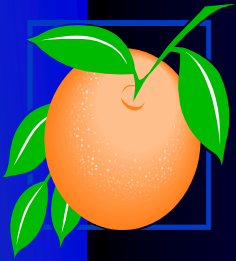


Background

Countywide Workforce

**7,775
employees**

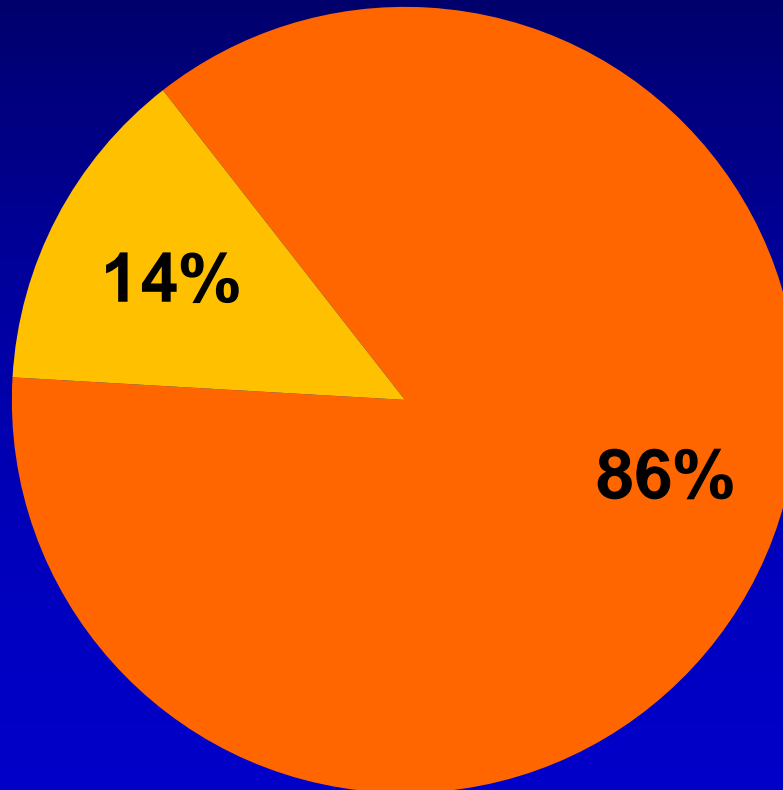




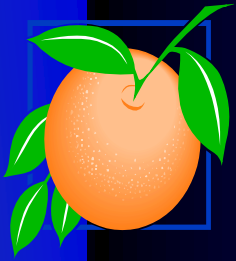
Background

Countywide Workforce

Temporary
employees,
1,052

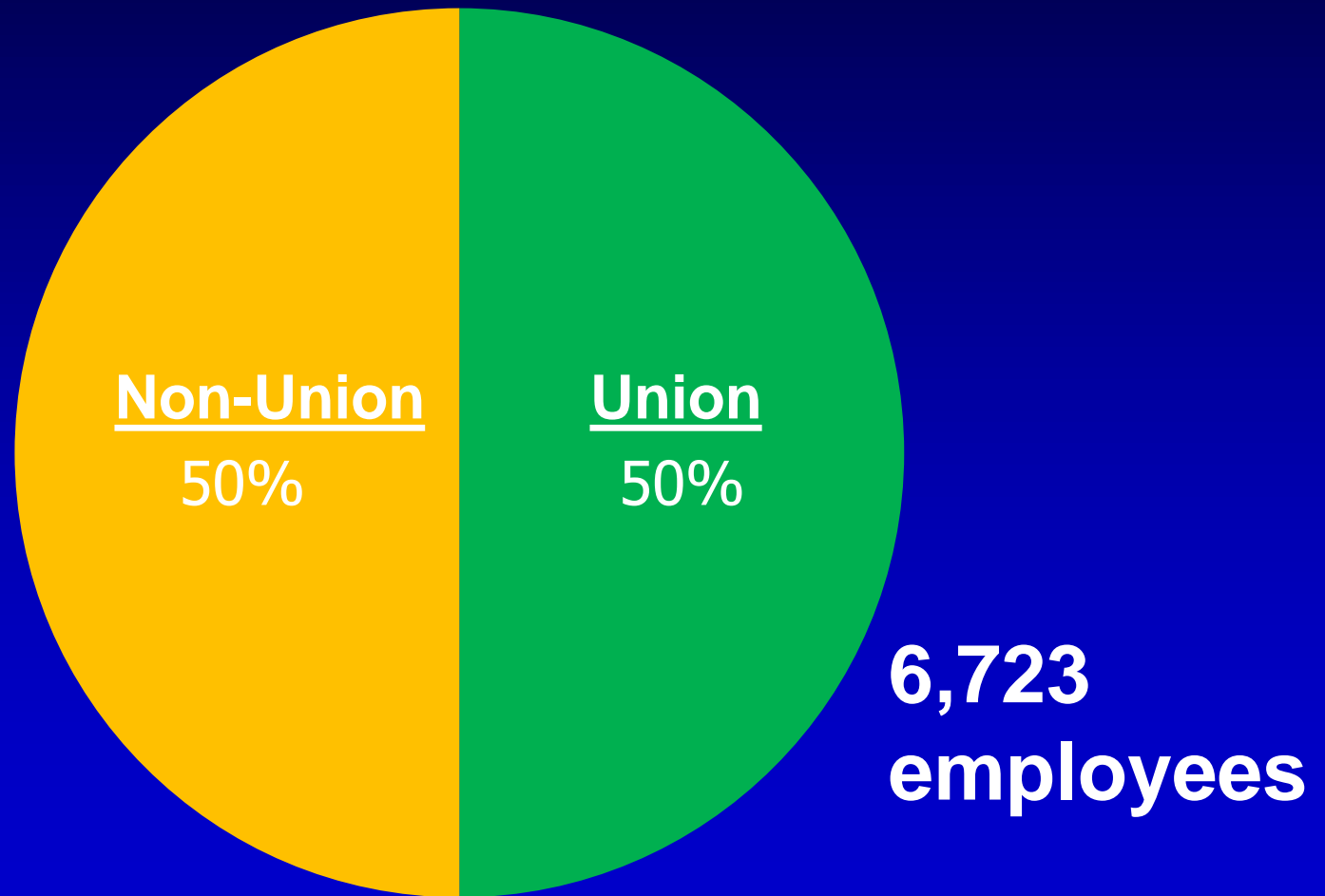


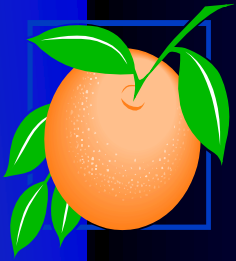
Regular
employees,
6,723



Background

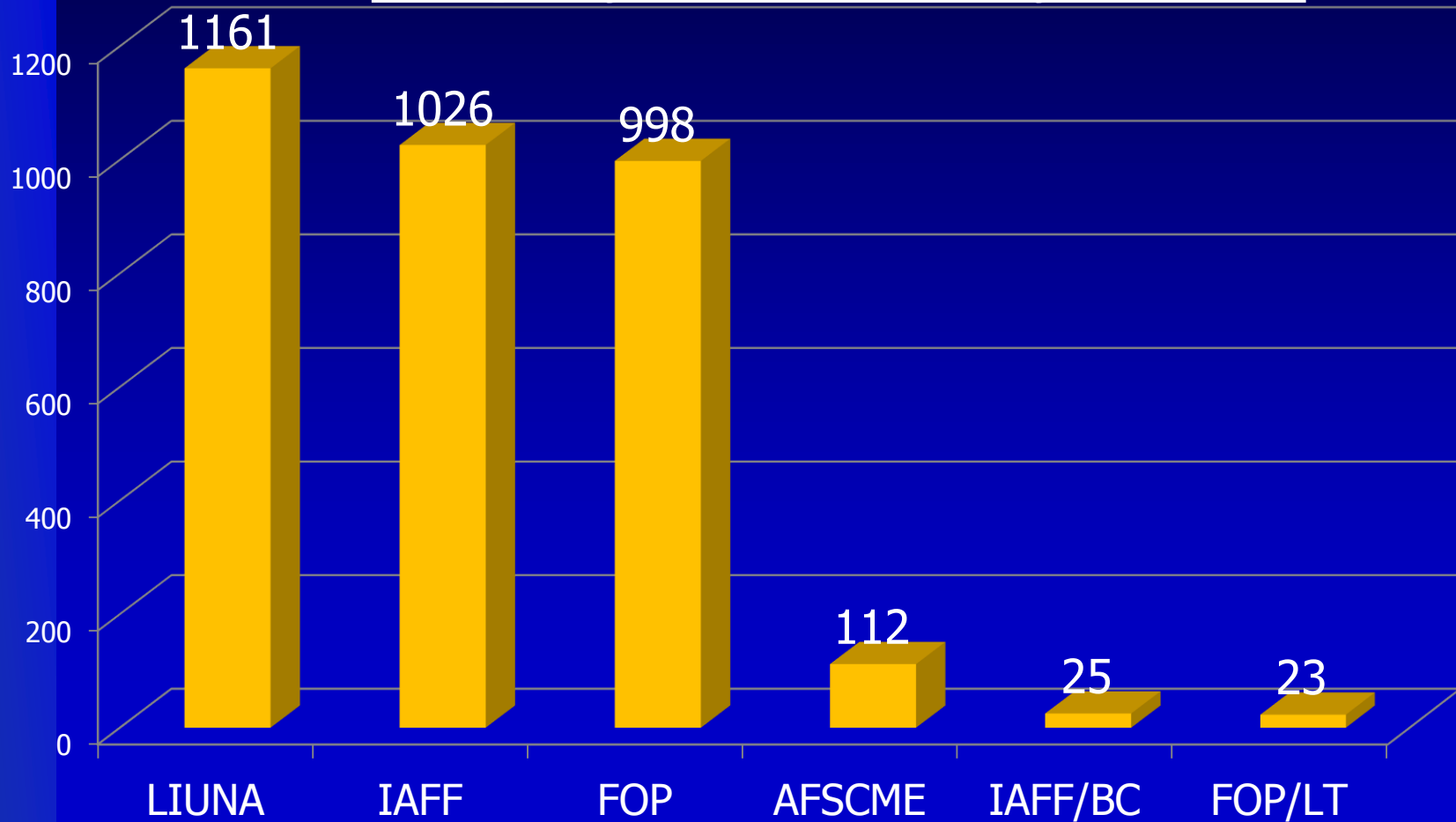
Countywide Workforce

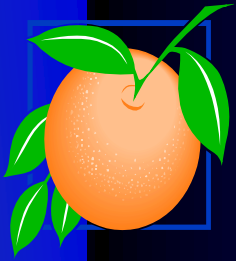




Background

Employee Count by Union

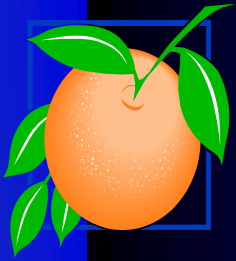




Presentation Outline

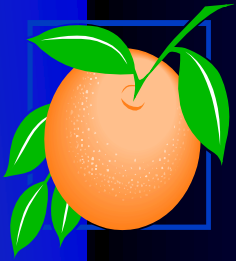


- Background
- **Countywide Turnover**
- IAFF Turnover
- Impacts of Turnover
- Employee Retention
- Summary



Turnover VS. Attrition

- Employee **turnover** and employee **attrition** both occur when an employee leaves the county.
- **Turnover** may result from a number of employment actions, such as discharge, termination, resignation or job abandonment.
- **Attrition** occurs when an employee retires or when the company eliminates their job.
- The major difference between the two is that when **turnover** occurs, the county seeks someone to replace the employee. In cases of **attrition**, the employer leaves the vacancy unfilled or eliminates that job role.

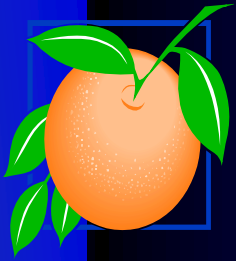


Countywide Turnover

Turnover: the rate at which employees leave a workforce and are replaced, represented as a percentage

Involuntary:
employees that
are forced to leave
the workforce

Voluntary:
employees that
leave the workforce
on their own accord



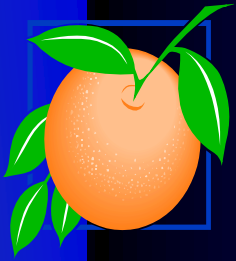
Countywide Turnover

Reasons for Employee Turnover

Involuntary

- **Misconduct**
- **Unsatisfactory Work Performance**
- **Failure to Complete Probation**
- **Job Abandonment**
- **Death**
- **Other Reasons...**





Countywide Turnover

Reasons for Employee Turnover

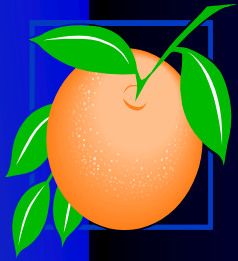


**Approximately
26% of all
separations are
retirement**



Voluntary

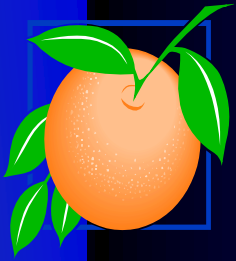
- **Retirement**
- **Family/Health Reasons**
- **Another Job**
- **Work Schedule Conflict**
- **Dissatisfied with Work**
- **Return to School**
- **Relocation**
- **Other Reasons...**



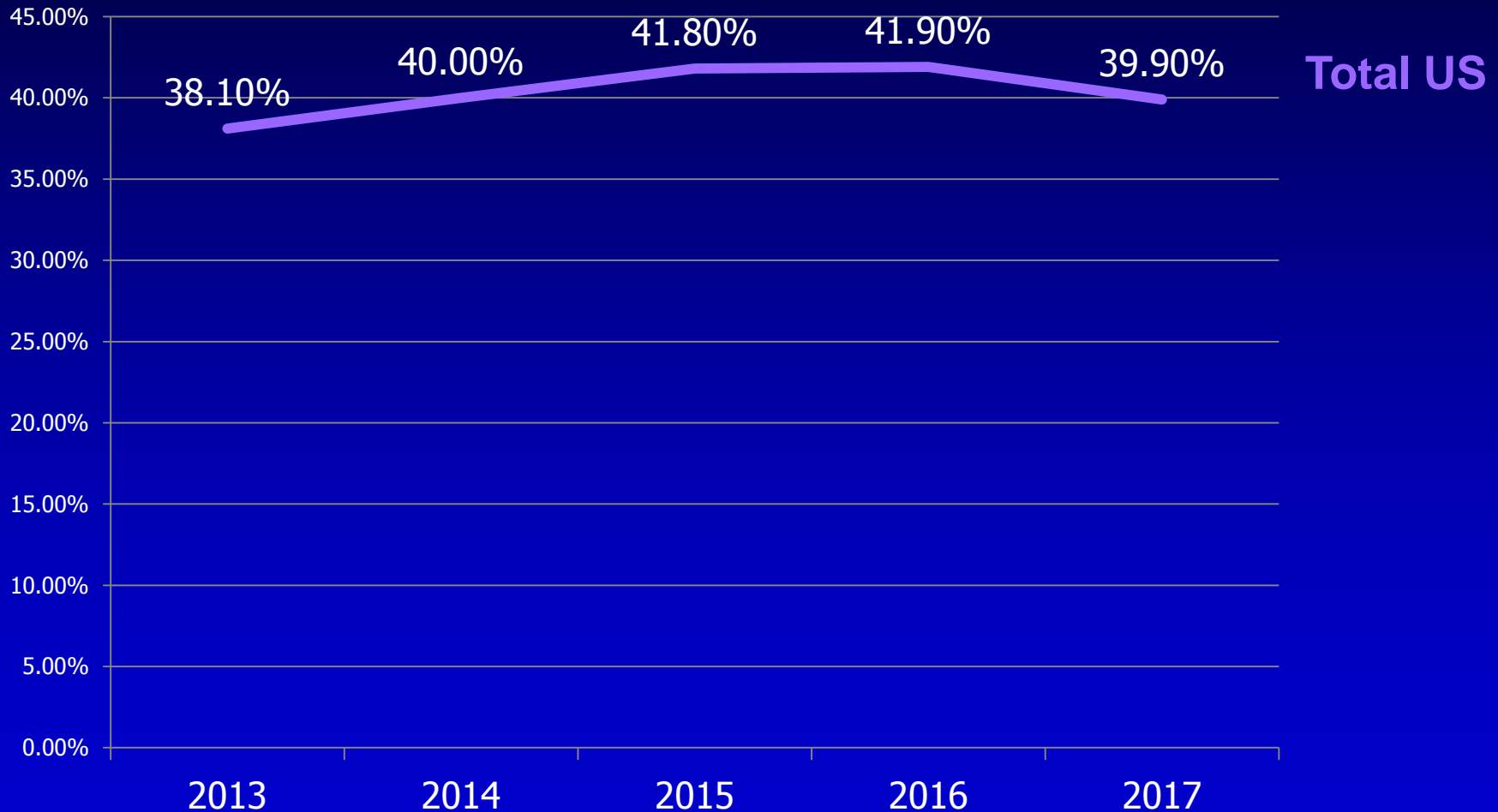
Turnover Statistics: Comparison



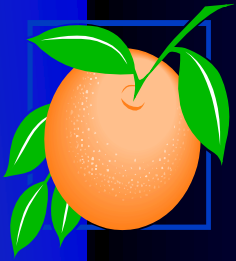
Source: Bureau of Labor Statistics



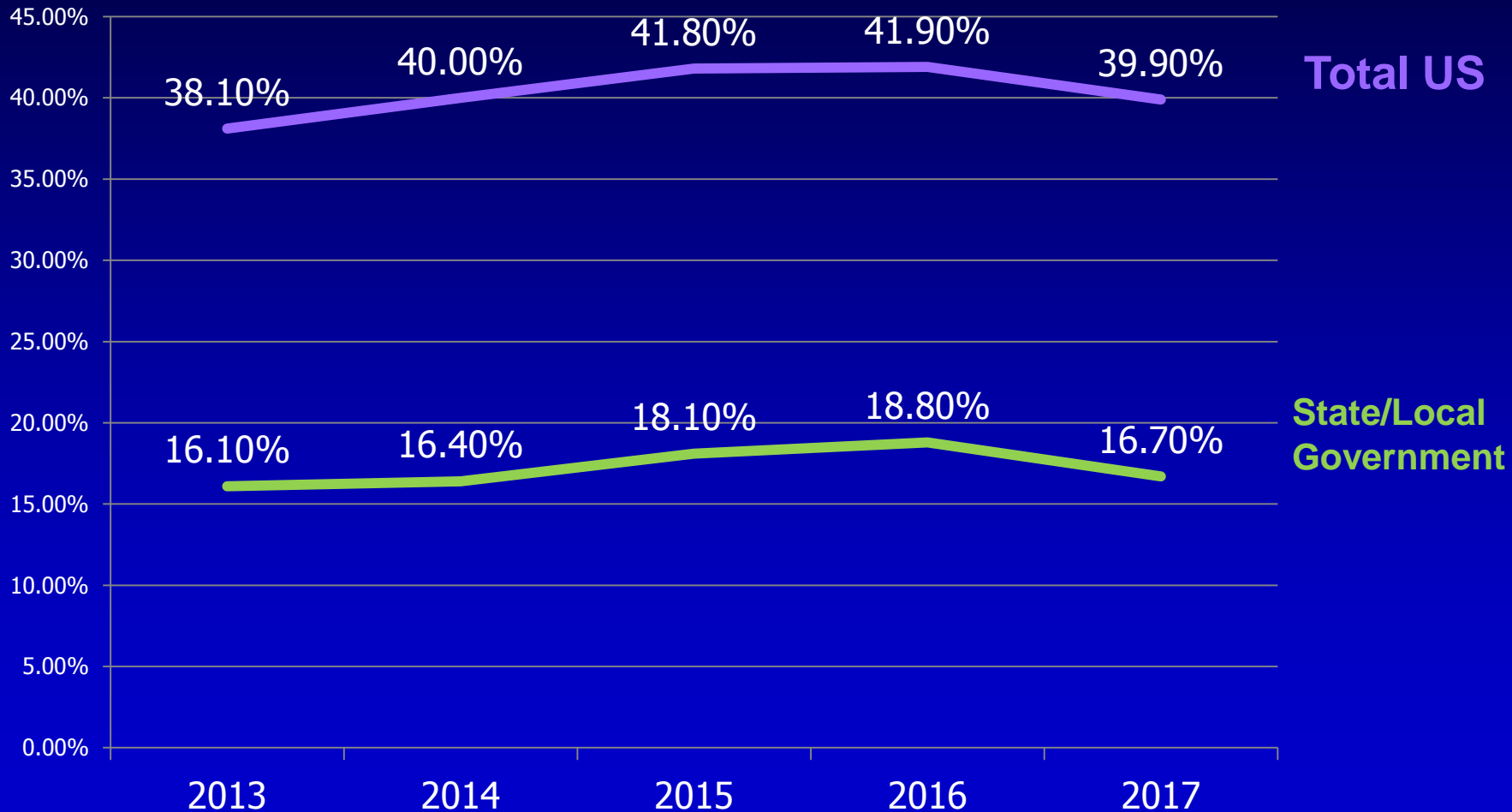
Turnover Statistics: Comparison



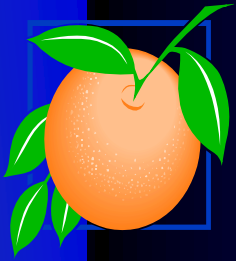
Source: Bureau of Labor Statistics



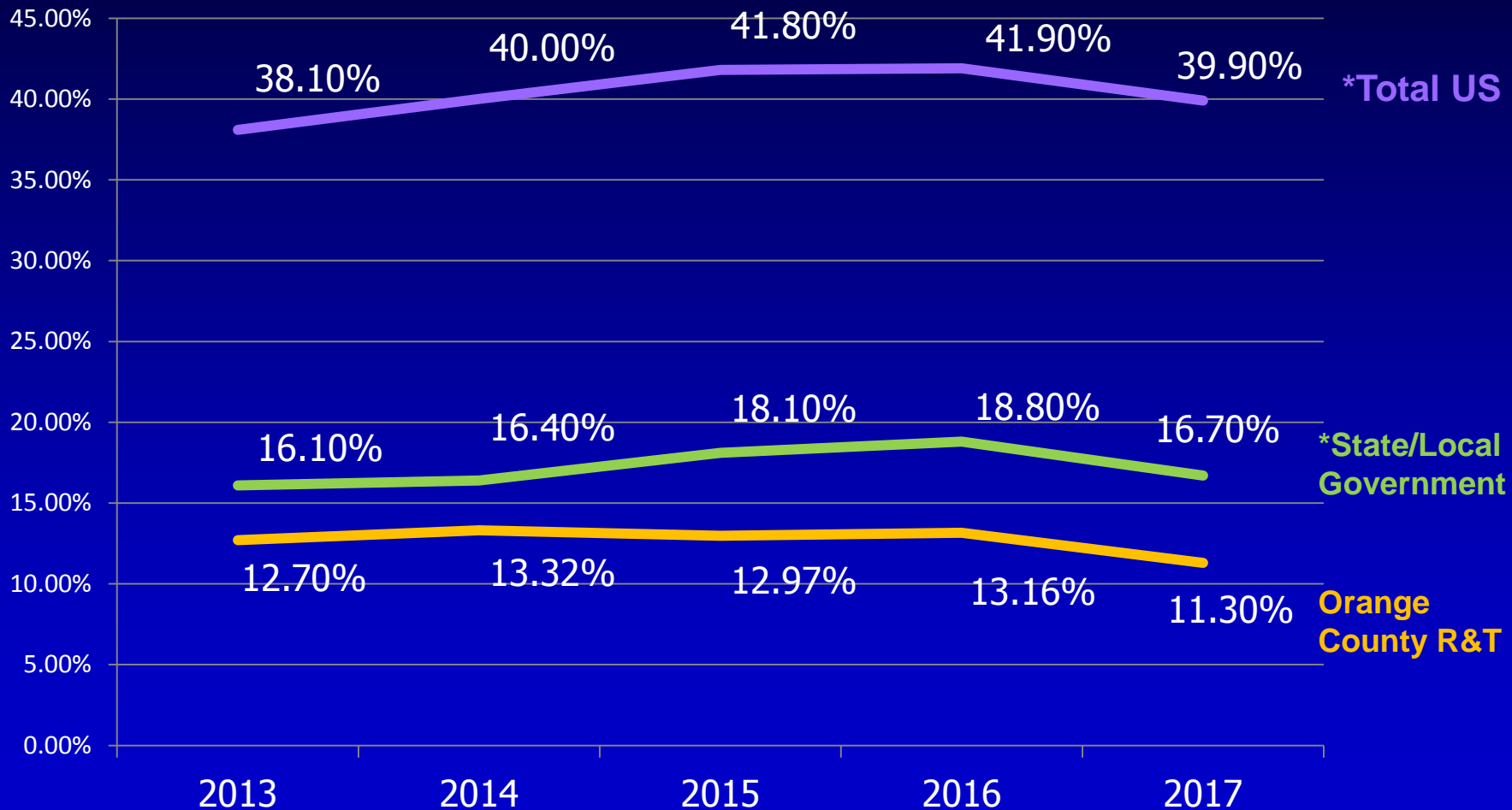
Turnover Statistics: Comparison



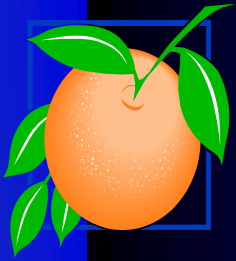
Source: Bureau of Labor Statistics



Turnover Statistics: Comparison

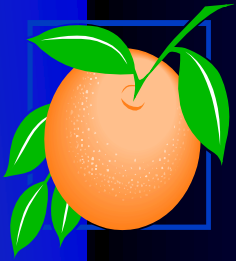


***Source: Bureau of Labor Statistics**



Turnover Statistics: Comparison



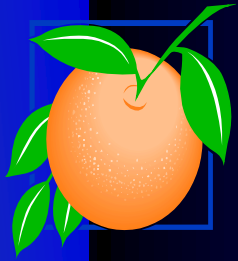


Retirement

- **Employee retirement accounts for 26% of employees separating annually.**

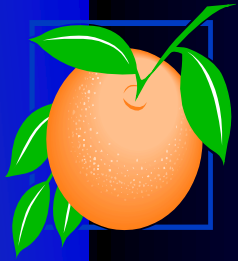
	2013	2014	2015*	2016	2017
Total Terms	921	985	979	995	456
Retirement	177	230	521	212	103
Retirement %	19.22%	23.35%	53.22%	21.31%	22.59%

* Legislative changes from 2010 impacted DROP retirements for 2015.



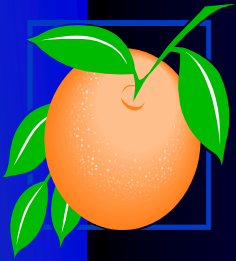
Minimum Turnover





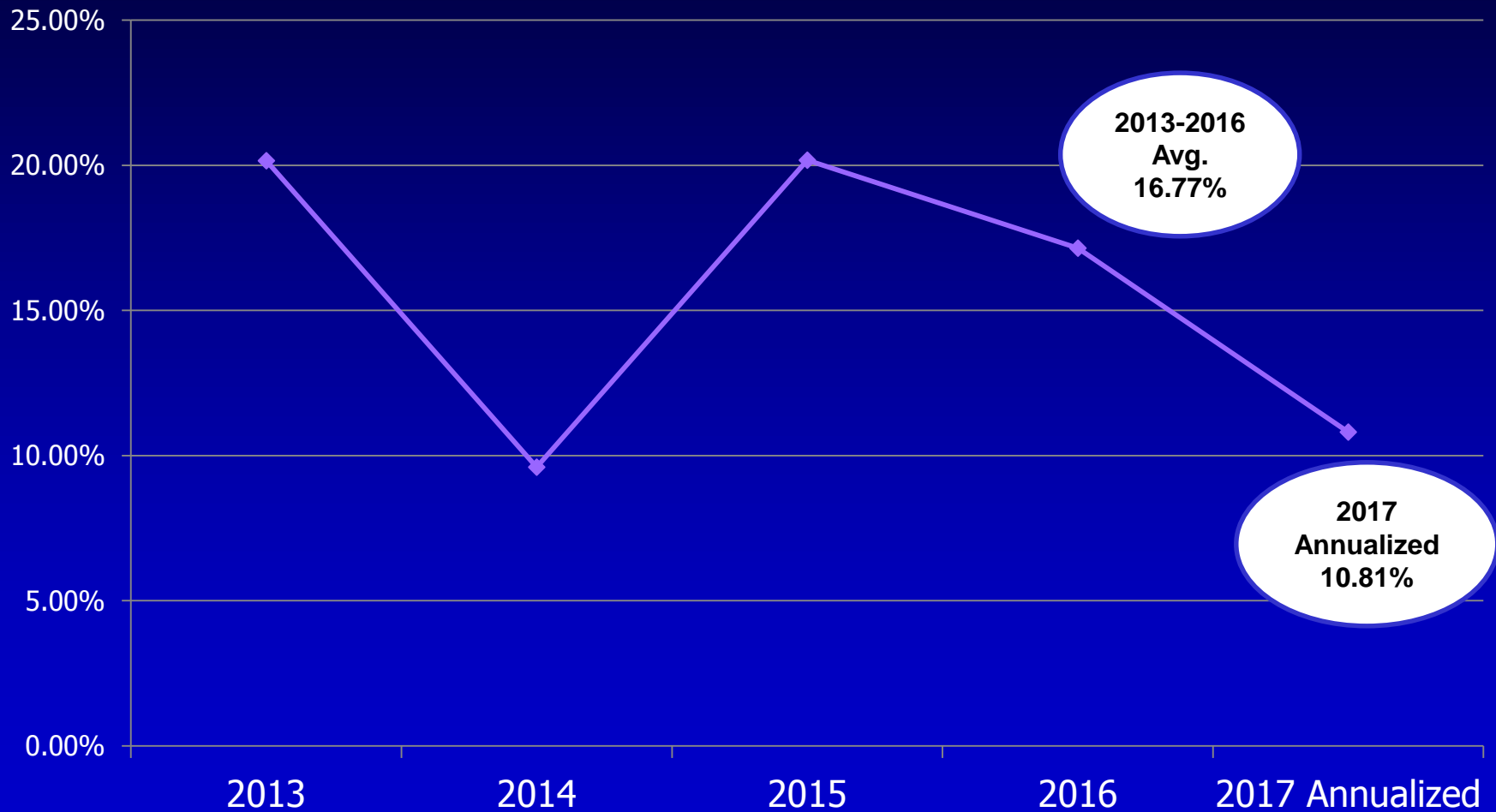
Minimum Turnover

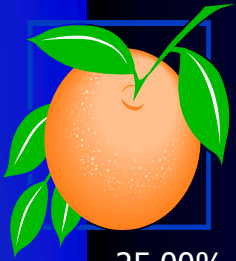




Countywide Turnover (AFSCME)

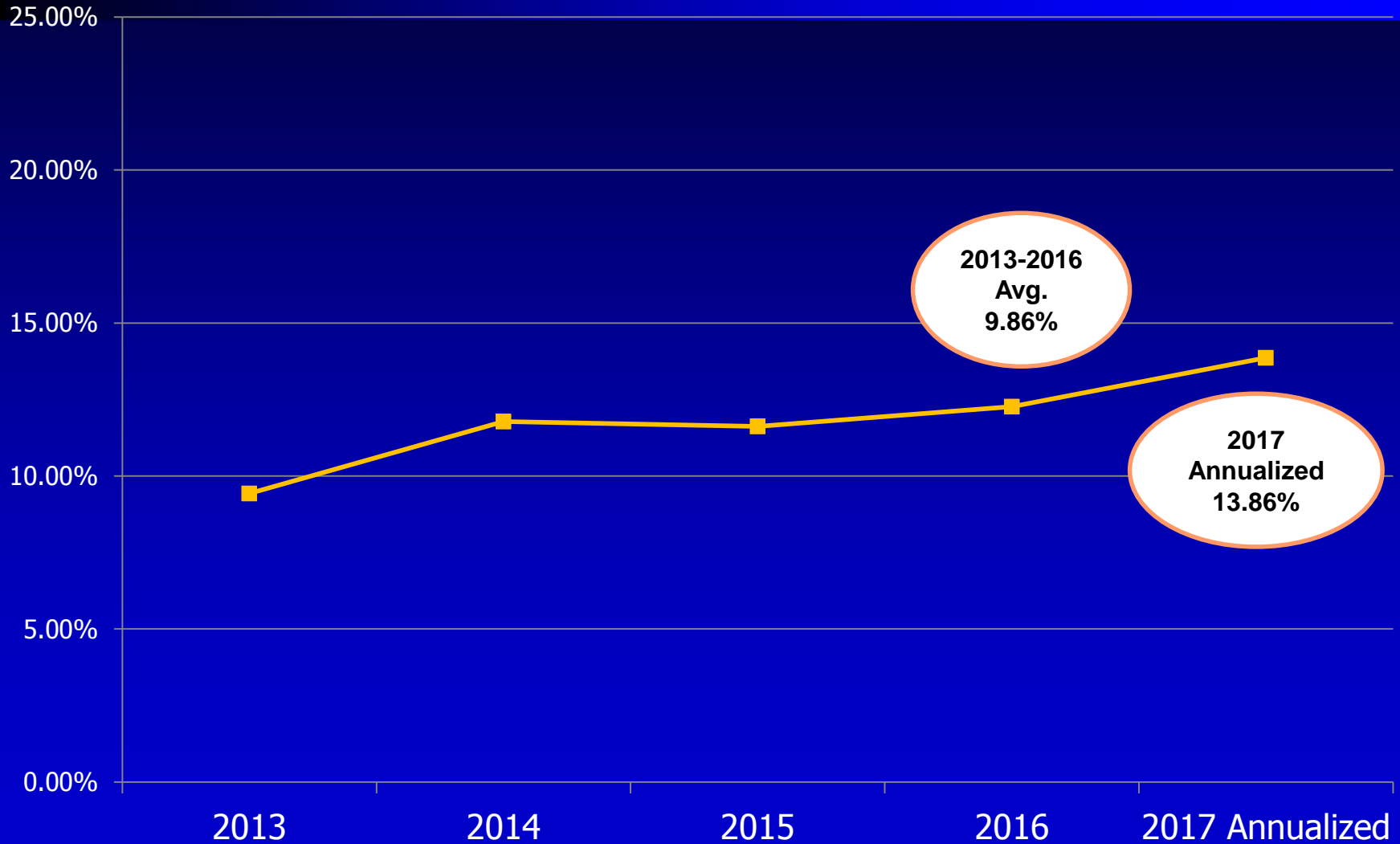
N=112

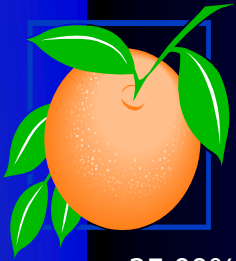




Countywide Turnover (LIUNA)

N=1161





Countywide Turnover (FOP)

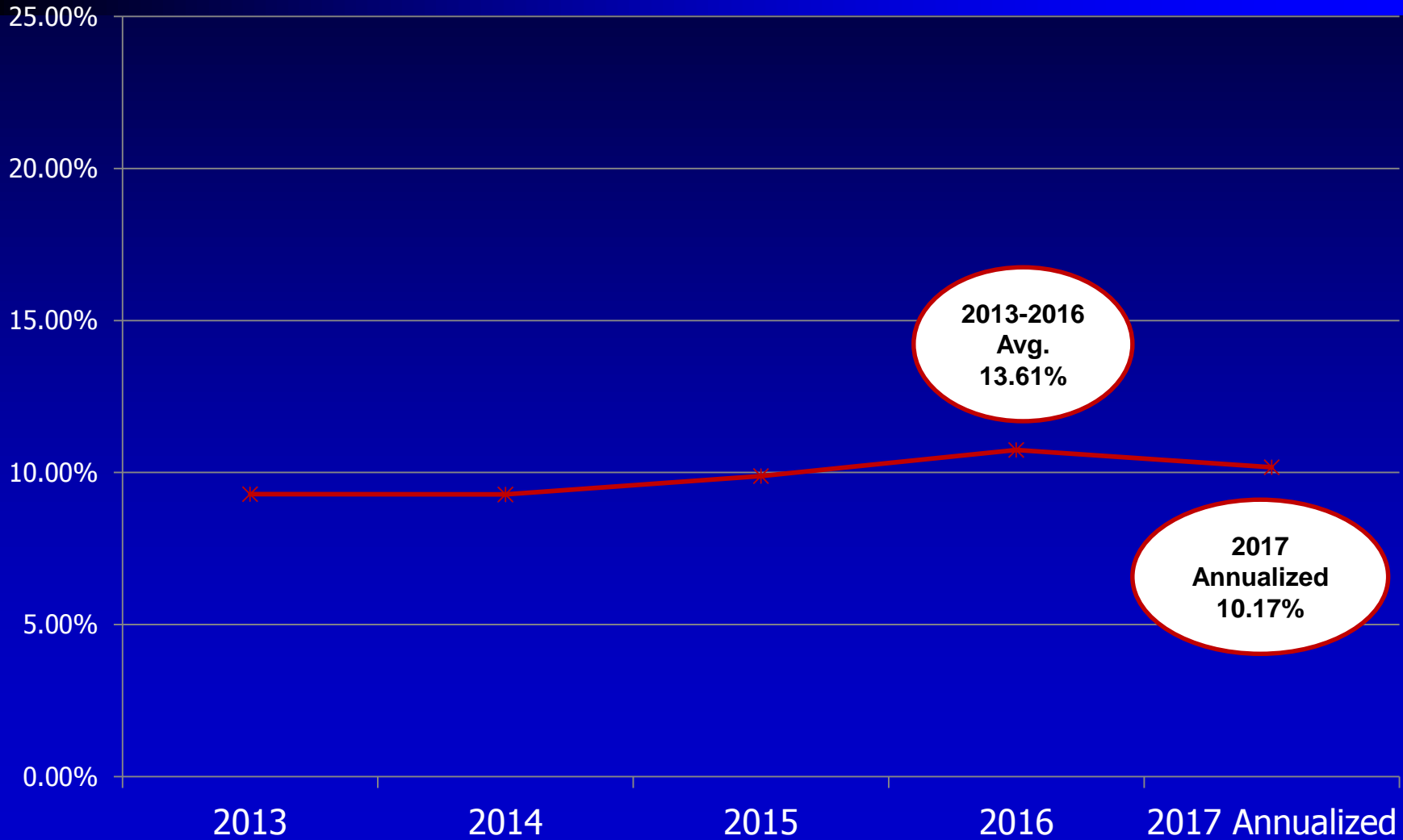
N=998

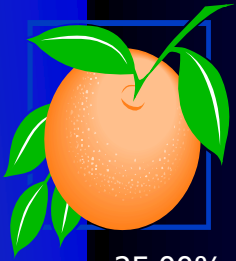




Countywide Turnover (NBU)

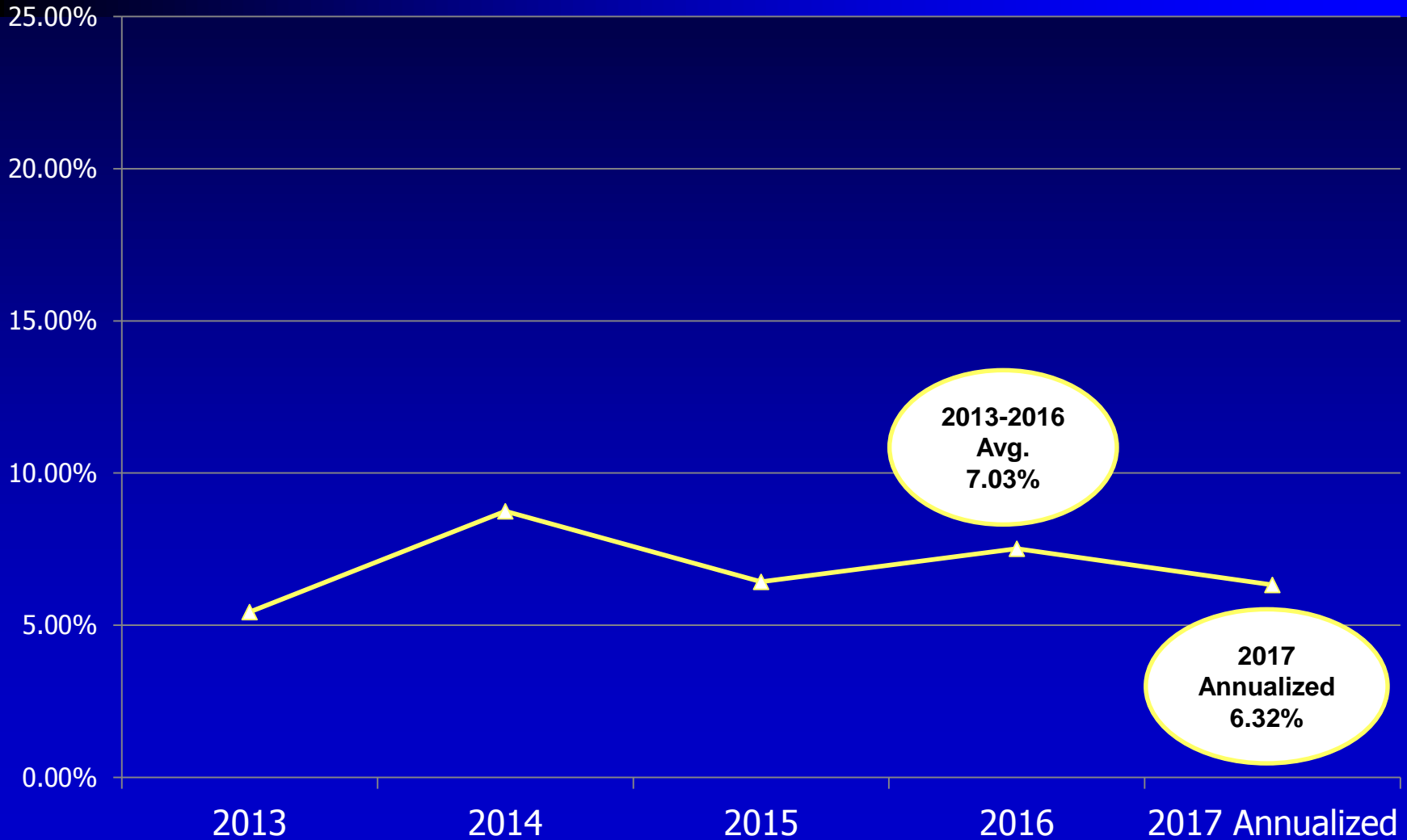
N=3378

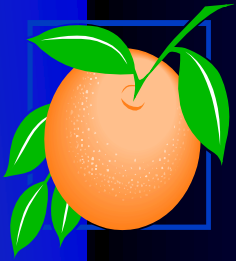




Countywide Turnover (IAFF)

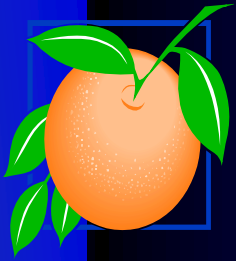
N=1026





Countywide Turnover

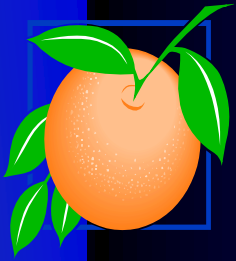
Employee Group	Percent of Turnover (2013-2016 Average)	Percent of Turnover (2013-2017 Annualized Average)
AFSCME	16.77%	15.58%
LIUNA	9.86%	11.79%
FOP	8.78%	9.25%
NBU	13.61%	9.87%
IAFF	7.03%	6.89%



Presentation Outline



- Background
- Countywide Turnover
- **IAFF Turnover**
- Impacts of Turnover
- Employee Retention
- Summary



IAFF Communication 2016



ORANGE COUNTY PROFESSIONAL FIRE FIGHTERS

6828 Hanging Moss Road, Orlando, FL 32807

Telephone (407) 389-2057 Fax (407) 657-6512 www.IAFF2057.com

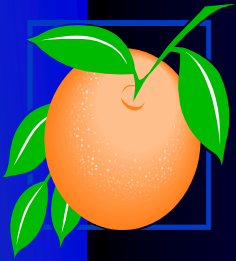
This makes the total since January 1, 2016 = **47**

Year - Number of resignations

2013 – 38 Employees

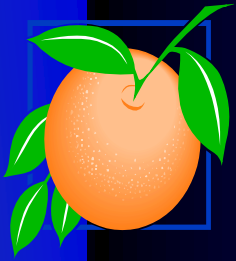
2014 – 43 Employees

2015 – 27 Employees



IAFF 2016 Turnover

- **Total Separations: 47**
 - **Career Change: 25**
 - **Other Fire Agency: 22**

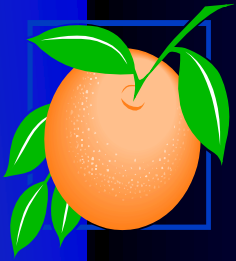


IAFF 2016 Turnover

- **Total Separations: 47**
 - **Career Change: 25**
 - **Other Fire Agency: 22**

Out of State (Non-Florida)	N = 3
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Specific Agency information was not provided
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IAFF 2016 Turnover

- **Total Separations: 47**
 - **Career Change: 25**
 - **Other Fire Agency: 22**

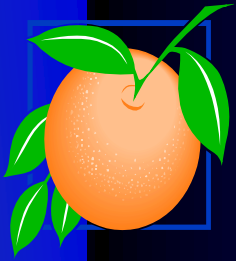
Out of State (Non-Florida) N = 3

Specific Agency information was not provided

In-State (Florida) N = 19

City of Orlando x 5	Long Boat Key	Reedy Creek
Eustis	Miami Dade	Seminole BCC x 3
Ft. Lauderdale x 2	Osceola	Seminole Reservation
Hillsborough	Palm Beach	St. Cloud

As tracked by IAFF January 1, 2016 – December 31, 2016



IAFF Communication 2017



ORANGE COUNTY PROFESSIONAL FIRE FIGHTERS

6828 Hanging Moss Road, Orlando, FL 32807

Telephone (407) 389-2057 Fax (407) 657-6512 www.IAFF2057.com

Year – Number of resignations

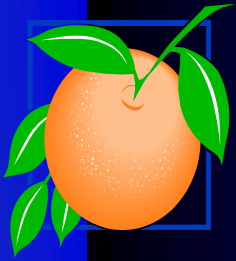
2013 – 38 employees

2014 – 43 employees

2015 – 27 employees

2016 – 47 employees

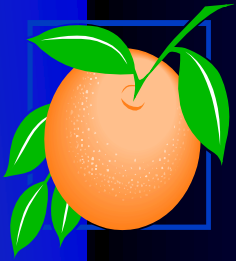
Resignation of employees since January 1, 2017 = **24**



IAFF 2017 Turnover

- **Total Separations: 24**
 - **Career Change: 11**
 - **Other Fire Agency: 13**

As tracked by IAFF January 1, 2017 – June 28, 2017



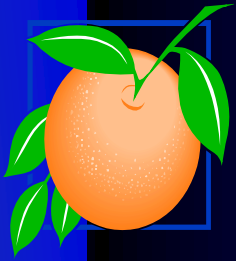
IAFF 2017 Turnover

- **Total Separations: 24**
 - **Career Change: 11**
 - **Other Fire Agency: 13**

Out of State (Non-Florida)	N = 1
-----------------------------------	--------------

Specific Agency information was not provided
--

As tracked by IAFF January 1, 2017 – June 28, 2017



IAFF 2017 Turnover

- **Total Separations: 24**
 - **Career Change: 11**
 - **Other Fire Agency: 13**

Out of State (Non-Florida)	N = 1
-----------------------------------	--------------

Specific Agency information was not provided
--

In-State (Florida)	N = 12
---------------------------	---------------

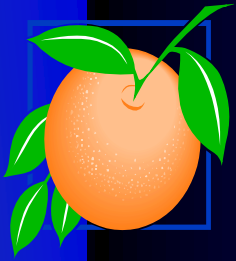
Apopka, FL x 5	Margate, FL
----------------	-------------

Clearwater, FL	Reedy Creek, FL
----------------	-----------------

Coral Gables, FL	Seminole County
------------------	-----------------

City of Orlando x 2	
---------------------	--

As tracked by IAFF January 1, 2017 – June 28, 2017



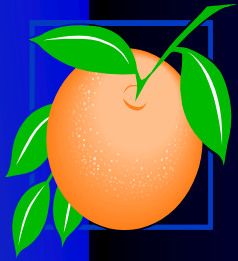
IAFF Turnover Summary

N=1026

- **2016 (47)**
 - Career Change: 25
 - Other Fire Agency: 22

- **2017* (24)**
 - Career Change: 11
 - Other Fire Agency: 13

**As tracked by IAFF January 1, 2017 – June 28, 2017*



Turnover Statistics

✓ Employees leaving County employment is not unique to Fire

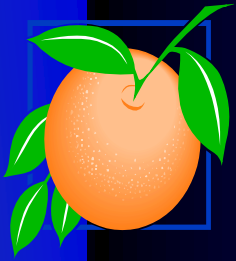
□ Across All Departments

✓ **380** Regular employees have left County employment since January

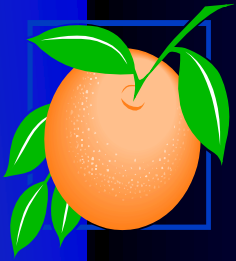
✓ Averages:

- **17** every week
- **76** every month





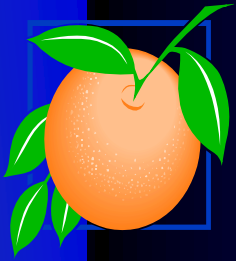
Department	BCC Regular Workforce Size	2017 Annualized Separations	Turnover %
Family Services	570	73	12.81%
Public Works	455	57	12.53%
Health Services	368	44	11.96%
Utilities	850	98	11.53%
Administrative Services	292	32	10.96%
Court Administration	48	5	10.42%
County Administration	366	36	9.84%
Community, Environmental And Development Services	703	59	8.39%
Fire Rescue	1179	91	7.72%
Convention Center	397	30	7.56%
Corrections	1495	111	7.42%
Grand Total	6723	636	9.46%



Presentation Outline



- Background
- Countywide Turnover
- IAFF 2017 Turnover
- **Impacts of Turnover**
- Employee Retention
- Summary



Impacts of Turnover

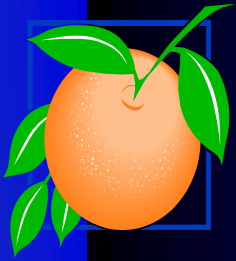
Employee turnover whether voluntary or involuntary has an overall impact on business operations:



Associated Costs

- ✓ **Overtime**
- ✓ **Loss of Productivity**
- ✓ **Loss of Institutional Knowledge**





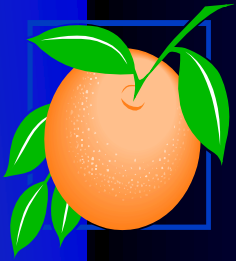
Impacts of Turnover

Employee turnover whether voluntary or involuntary has an overall impact on business operations:



Associated Costs

- ✓ **Job Advertisements**
- ✓ **Assessments & Interviews**
- ✓ **Background Checks**



Impacts of Turnover

Employee turnover whether voluntary or involuntary has an overall impact on business operations:

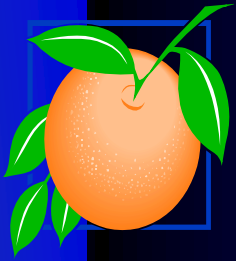


Associated Costs

- ✓ **Internal & external training**
- ✓ **Licensure & Certification**
- ✓ **Loss of productivity**

Training

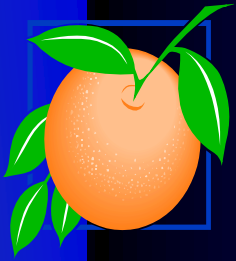
Knowledge
useful abilities.
backbone of co
quired for a tr
today



Impacts of Turnover

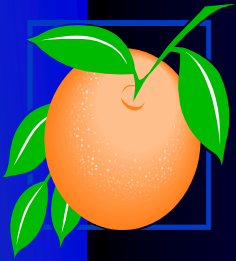
Bottom Line: No matter what department an employee separates from, the impact to the County is substantial.





Impacts of Turnover

- **As we consider turnover:**
 - **The County's overall turnover rate for regular employees has averaged 9.52% over the last three years**
 - **Turnover is inevitable due to employee retirements, relocation, involuntary separation and other reasons**
 - **Florida's Unemployment Rate is 4.0%**
(Source: Bureau of Labor Statistics, April 2017 non-seasonally adjusted)

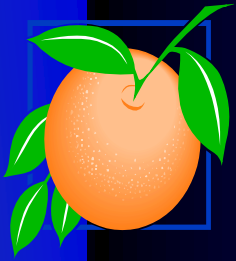


Presentation Outline



- Background
- Countywide Turnover
- IAFF 2017 Turnover
- Impacts of Turnover
- **Employee Retention**
- Summary





Employee Retention

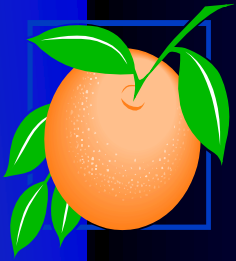
We recognize there are many reasons why employees leave an organization, which is why we strive to offer:

Competitive Wages

- ✓ **Consistent with County Budget**
- ✓ **Geographical Market Area**

Competitive Benefits

Positive Workforce Culture



Employee Retention

We recognize there are many reasons why employees leave an organization, which is why we strive to offer:

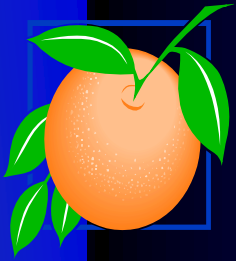
Competitive Wages

- ✓ **Consistent with County Budget**
- ✓ **Geographical Market Area**

Competitive Benefits

- ✓ **Consistent with County Budget**
- ✓ **Florida Retirement System (FRS)**
- ✓ **Healthcare Options**

Positive Workforce Culture



Employee Retention

We recognize there are many reasons why employees leave an organization, which is why we strive to offer:

Competitive Wages

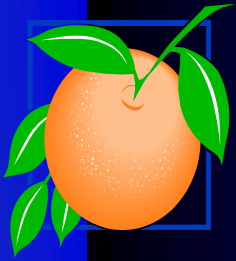
- ✓ **Consistent with County Budget**
- ✓ **Geographical Market Area**

Competitive Benefits

- ✓ **Consistent with County Budget**
- ✓ **Florida Retirement System (FRS)**
- ✓ **Healthcare Options**

Positive Workforce Culture

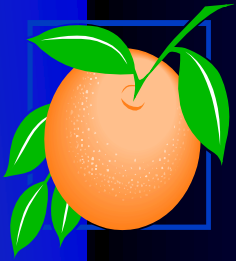
- ✓ **Recognizing employee working conditions play an instrumental part in retention**



Employee Retention

- Which leads us to an initiative HR has been leading over the past three years
 - Called “**Culture by Design**”.

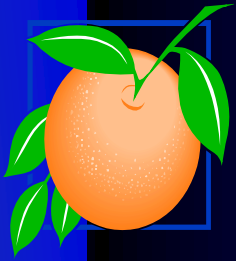




Best Practices for Employee Retention

- **Selection:**
 - Hiring the right candidates
 - Have competitive Compensation & Benefits Packages

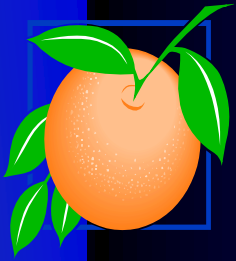




Best Practices for Employee Retention

- **Development**
 - Training & Developing Leaders
 - Cross-training Opportunities

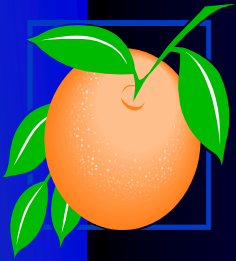




Best Practices for Employee Retention

- **Communication**
 - Setting Clear Expectations
 - Employee Recognition Programs

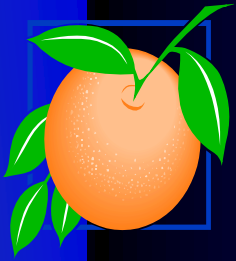




Best Practices for Employee Retention

- **Care**
 - Promoting positive work cultures
 - Building Trust
 - Recognizing good performance

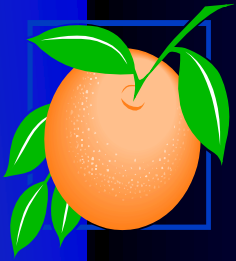




Presentation Outline

- Background
- Countywide Turnover
- IAFF 2017 Turnover
- Employee Retention
- **Summary**





Summary

- **County overall turnover rate for regular employees has averaged 9.52% over the last three years (9.93% annualized for 2017)**
- **There are financial and non-financial costs associated with employee turnover**
- **Significant strides with Culture by Design Model**

