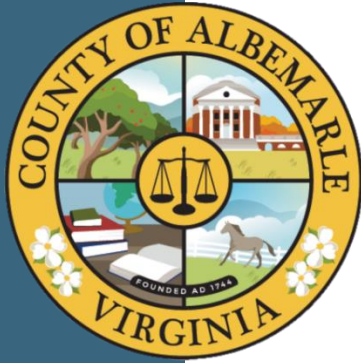


Albemarle County

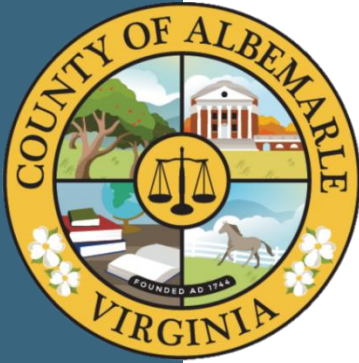
Workforce Stabilization 2022-2023



Workforce Stabilization

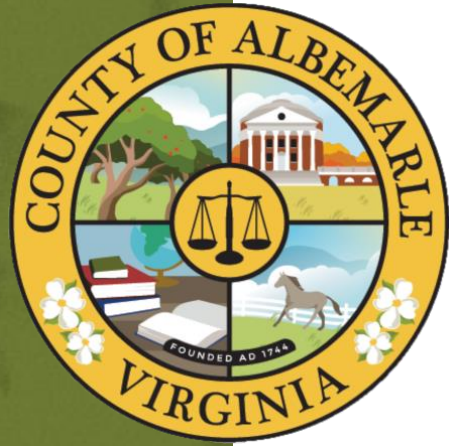
Degree to which workers remain employed with an organization with 100% being optimum stability.

- RETENTION

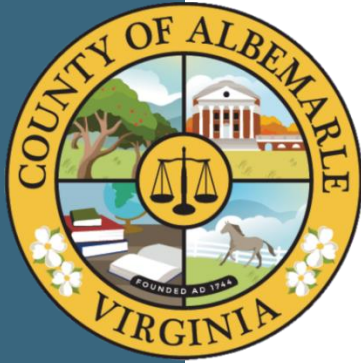


Agenda

- ✓ Where We Are
- ✓ Impacts to Our Stabilization
- ✓ What Does Success Look Like



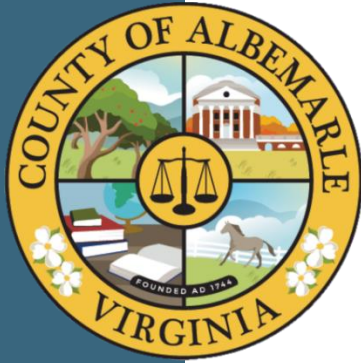
Where We Are!



Workforce Present State

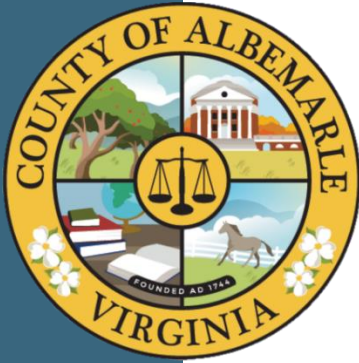
853.65 approved and funded positions

- **7%** of total approved positions are currently unfilled, excluding new positions added in December. Between 2013-2020, **3-5%** of approved positions were unfilled.
 - 7% = about 18 to 36 positions above usual turnover level.
- Recruitment challenges are an impact to all departments.



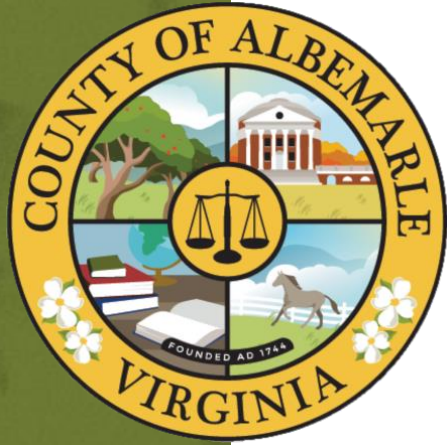
Retirements

- FY 22: to date, 22 and 10 additional announced
 - 49 Staff are eligible for either full or reduced retirement
- FY 21: 17
- FY 20: 21

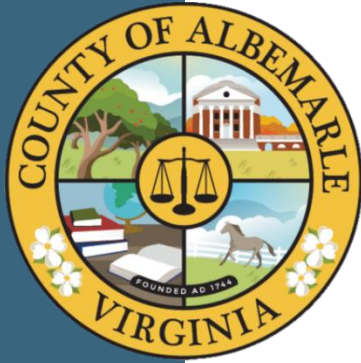


Proposed

- \$2.8 M for a 4% salary increase effective July 1
 - Attempts to address ongoing inflation
 - Salary challenges for new hires
 - Address retention efforts
- \$1.5 M to begin mid-year implementation of salary study
 - \$0.5 M ongoing
 - \$1.0 M one-time
 - Assess our marketability
 - Assist with recruitment
- \$1.3 M for a 6% health insurance premium increase
- \$0.7 M for Virginia Retirement System rate increase

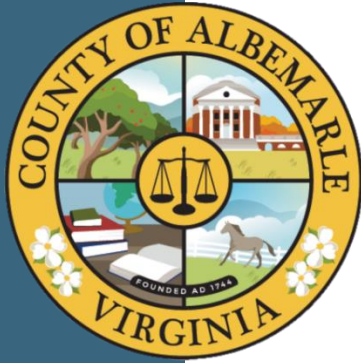


Impacts To Our Stabilization



Impacts To Our Stabilization

- **The Great Resignation (Rethink)**
- Work Life Balance
- Workforce Changes



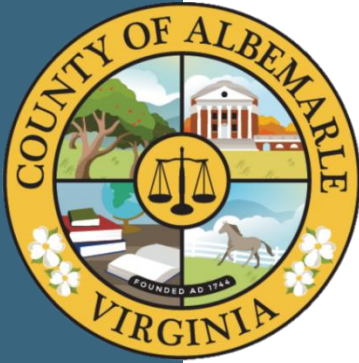
The Great Resignation (Rethink)

Based on a Pew Report from March 9, 2022:

- Pay was too low
- No opportunities for advancement
- Felt disrespected at work
- Childcare issues
- Not enough flexibility to chose when to put in hours
- Benefits were not good
- Wanted to relocate to a different area
- Working too many hours
- Working too few hours
- Employer required the CoVid-19 Vaccine

Source: <https://www.pewresearch.org/fact-tank/2022/03/09/majority-of-workers-who-quit-a-job-in-2021-cite-low-pay-no-opportunities-for-advancement-feeling-disrespected/#:~:text=Majorities%20of%20workers%20who%20quit,major%20reasons%20why%20they%20left>





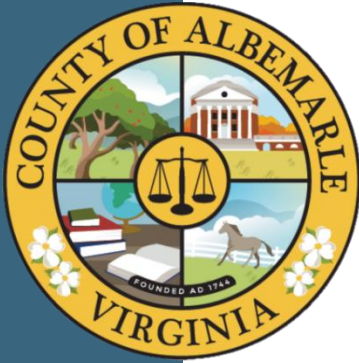
Impacting Factors

- The Great Resignation (Rethink)
- **Work Life Balance**
 - **Mental Health**
- Workforce Changes



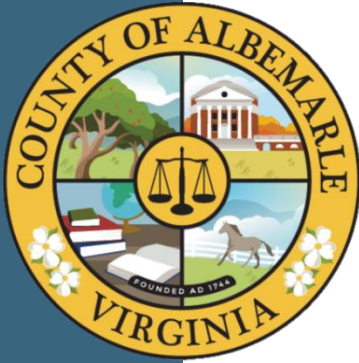
Work Life Balance





Impacting Factors

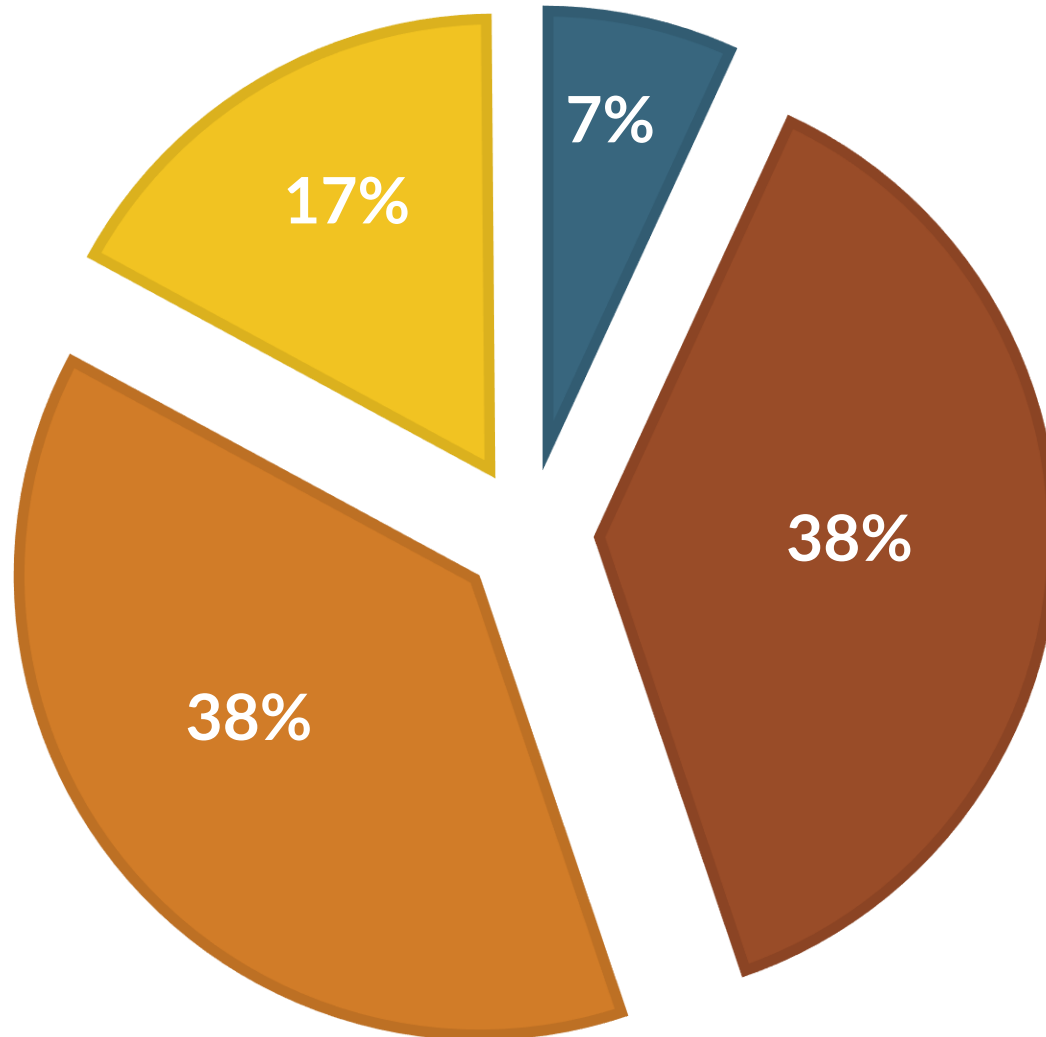
- The Great Resignation (Rethink)
- Work Life Balance
- **Workforce Changes**

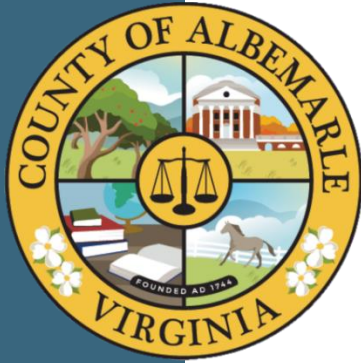


- Generation Z (25 years old and younger)
- Millennial (26 to 40 years old)
- Generation X (41 to 56 years old)
- Baby Boomer (57 to 75 years old)
- Traditionalist (76 to 99 years old)

GENERATIONS IN THE WORKPLACE

■ Generation Z ■ Millennial ■ Generation X
■ Baby Boomer ■ Traditionalist



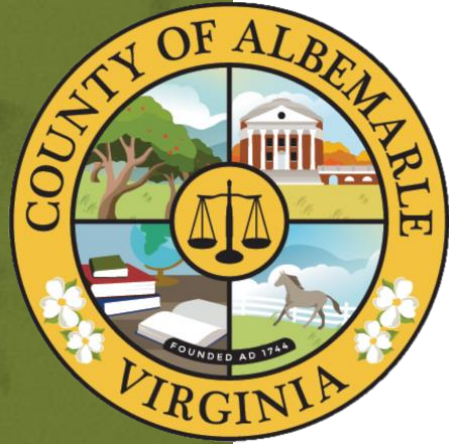


Workforce Changes

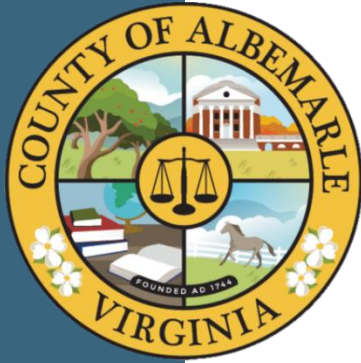
Flexible Career Paths

Technology Expectations

Policy Changes



What Does Success Look Like?



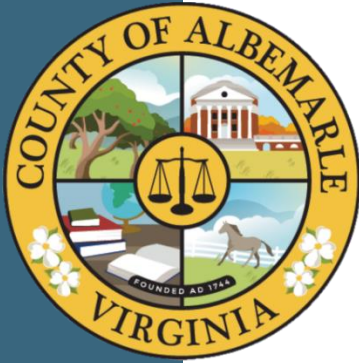
What Does Success Look Like?

Proactive Talent Management Oversight

Reduction in Turnover

Greater Job Satisfaction

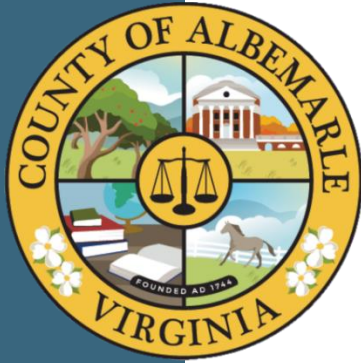
Employer of Choice



Flexible Work Options

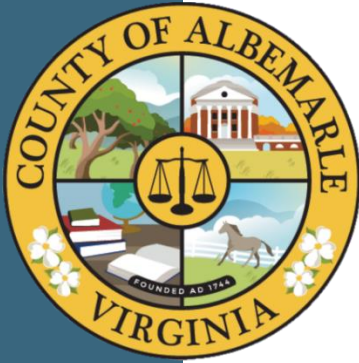
Telework

- Job to be determined telework eligible or telework capable
 - Telework Eligible – job functions can be done in a remote format
 - Telework Capable – Job is capable to telework but is not ideal, i.e., people facing jobs.



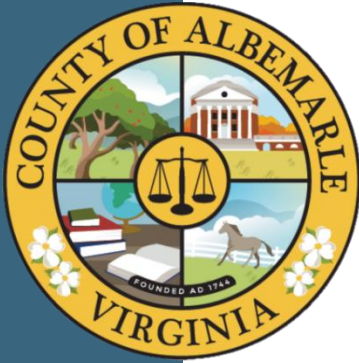
Work Force Changes

- Address Mental Challenges
 - EAP usage and subsequent trainings
 - Time management
 - Stress management
 - Mindfulness techniques incorporated in trainings



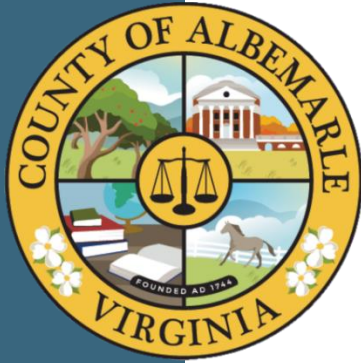
Solutions

- AC HR Team Focus
 - Specialist in prescribed areas: Compensation, Policy, Retention/Recruitment and Learning & Development.
 - Soft skills and Upskilling Development
- Human Resource Information System Implementation
- Market Survey Review
- Health & Wellness Option Review



Human Resources Impact

- Incorporate core metrics to review workforce routinely.
 - Skill & Ability Gaps
 - Hiring Gap
 - Distribution Gap
 - Equity, Diversity, Inclusion & Belonging Gaps
 - Time & Cost Gaps
 - Knowledge Sharing
 - Succession Gaps
 - Retention Gaps



Human Resources Impact

- Learning & Development
- Supervisory Compliance Training
- New Employee Orientation
- Coaching & Mentoring
- Soft and Technical Skills



Questions

