



Compensation Review and Recommendations

Personnel and Reorganization Committee

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Director, Department of Human Resources

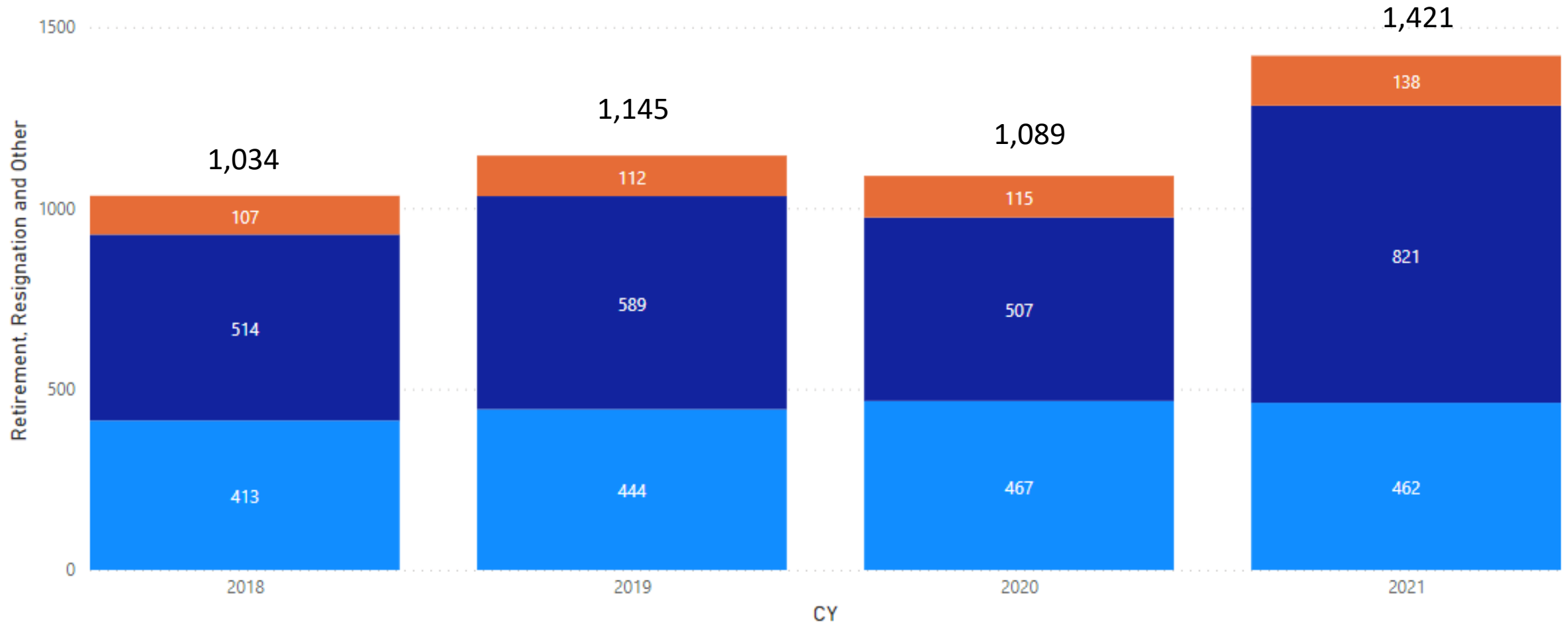
March 29, 2022

Items for Discussion

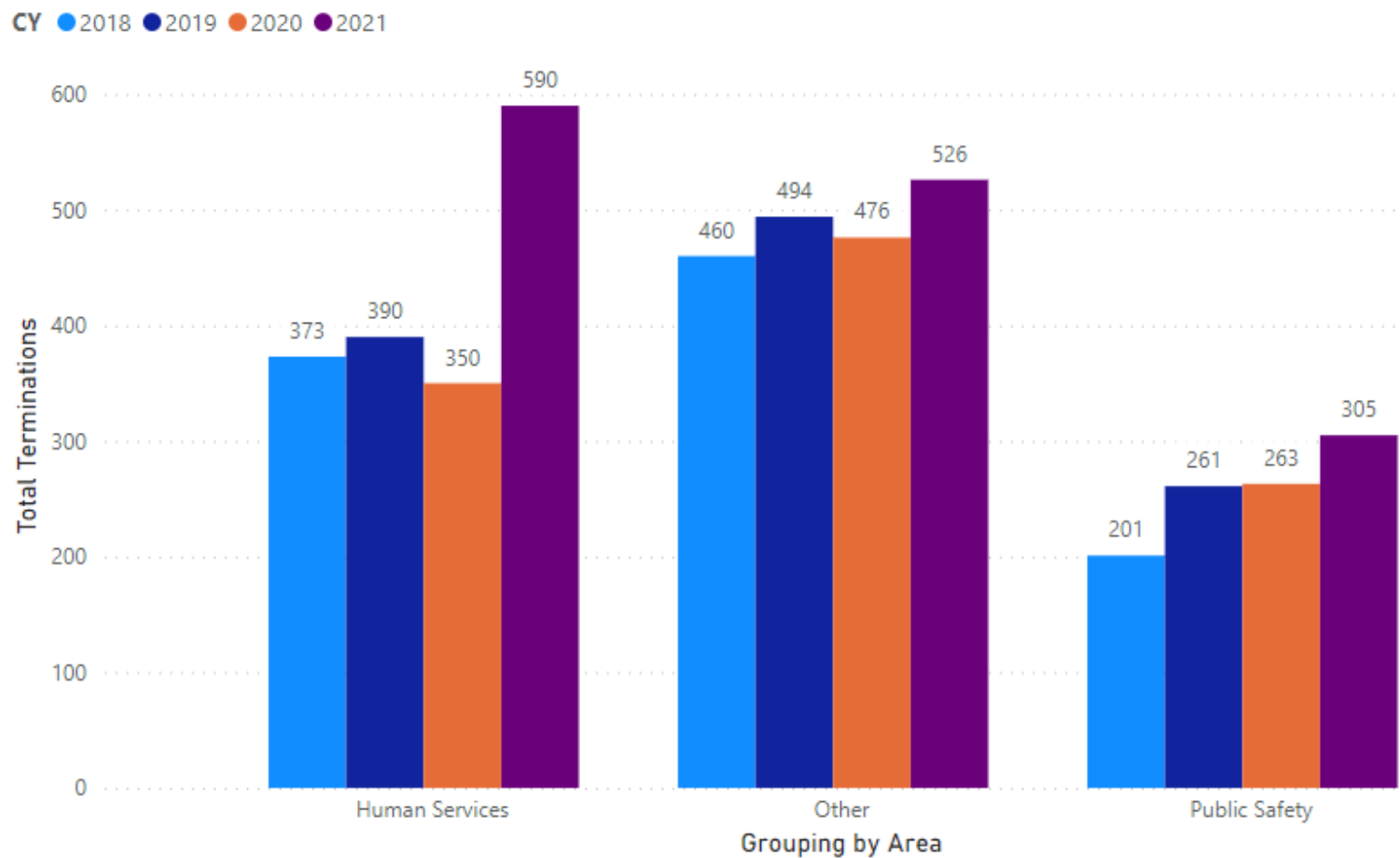
- Informed Decision Making
- Compensation Philosophy Discussion
- Ongoing Strategies

Turnover Trends

● Retirement ● Resignation ● Other

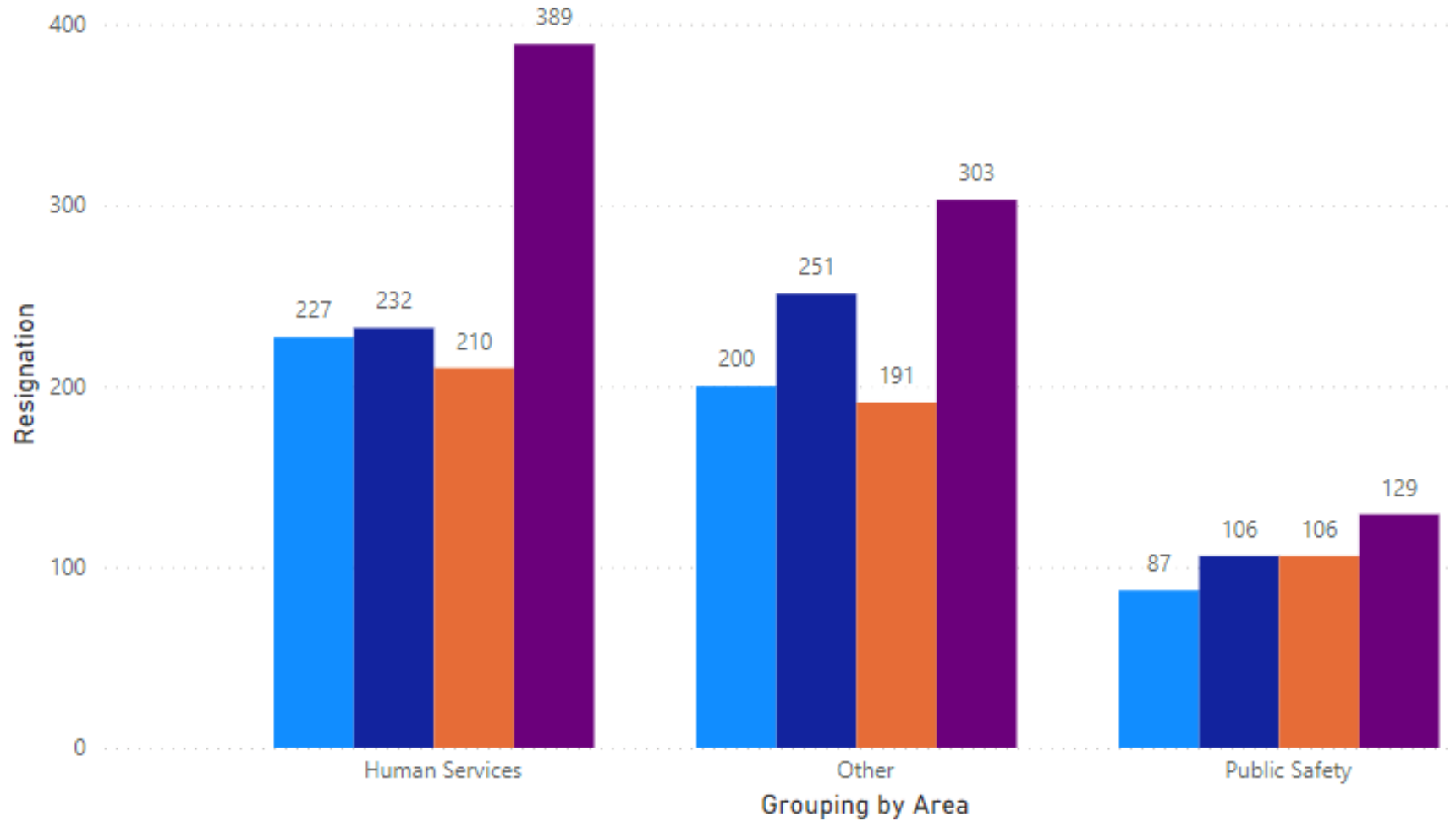


Turnover Trends: All Terminations by Group



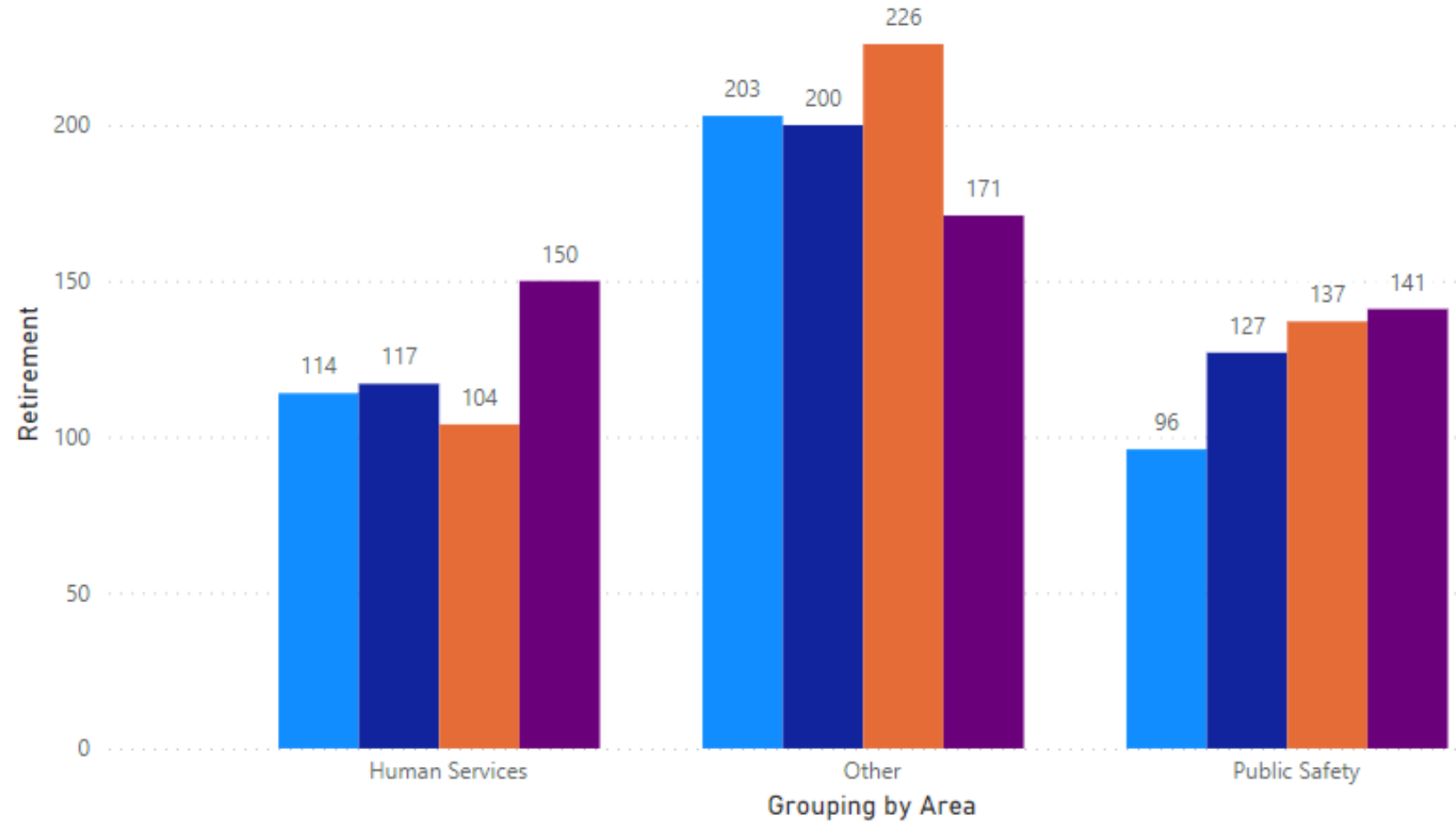
Turnover Trends: Resignations by Group

CY ● 2018 ● 2019 ● 2020 ● 2021

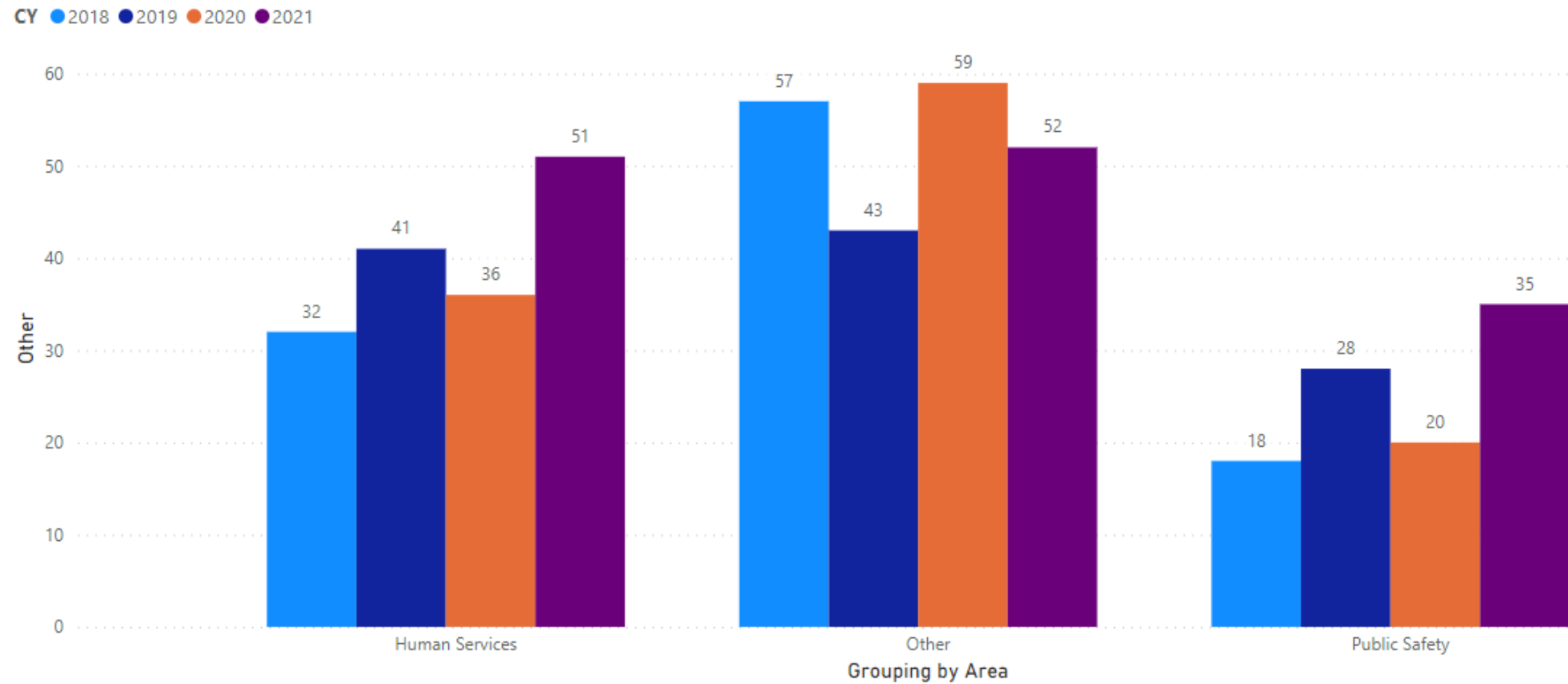


Turnover Trends: Retirements by Group

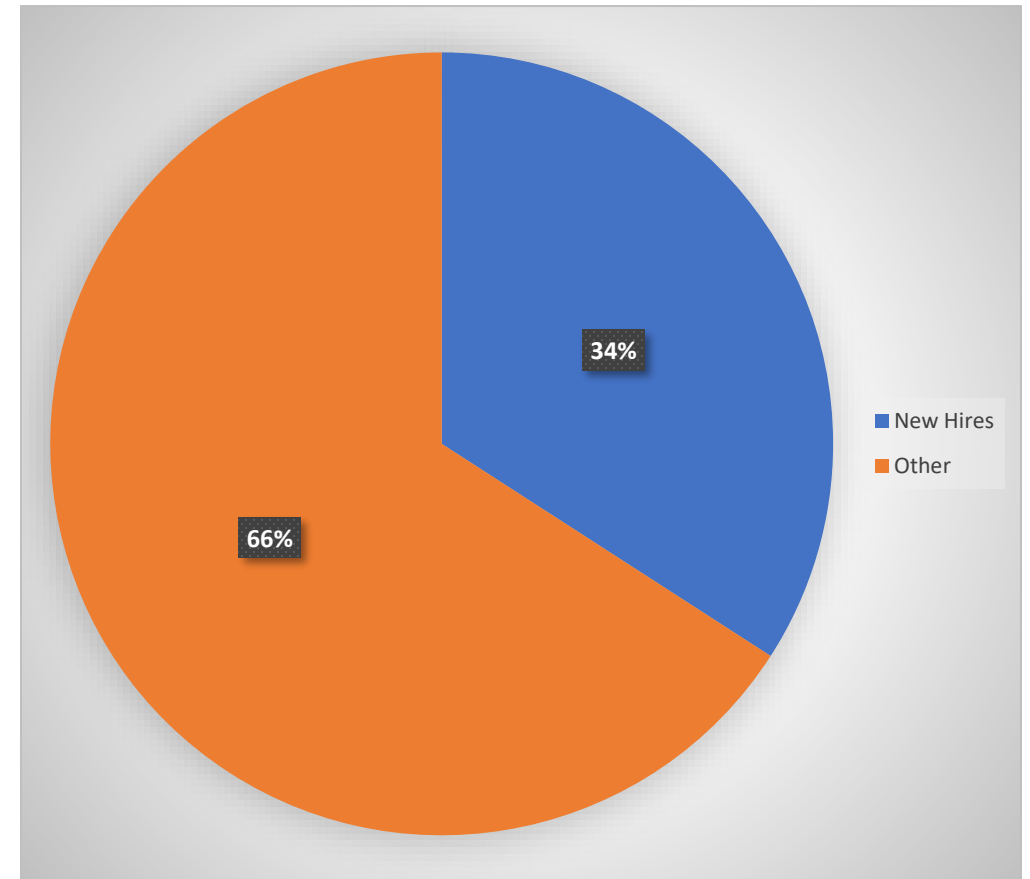
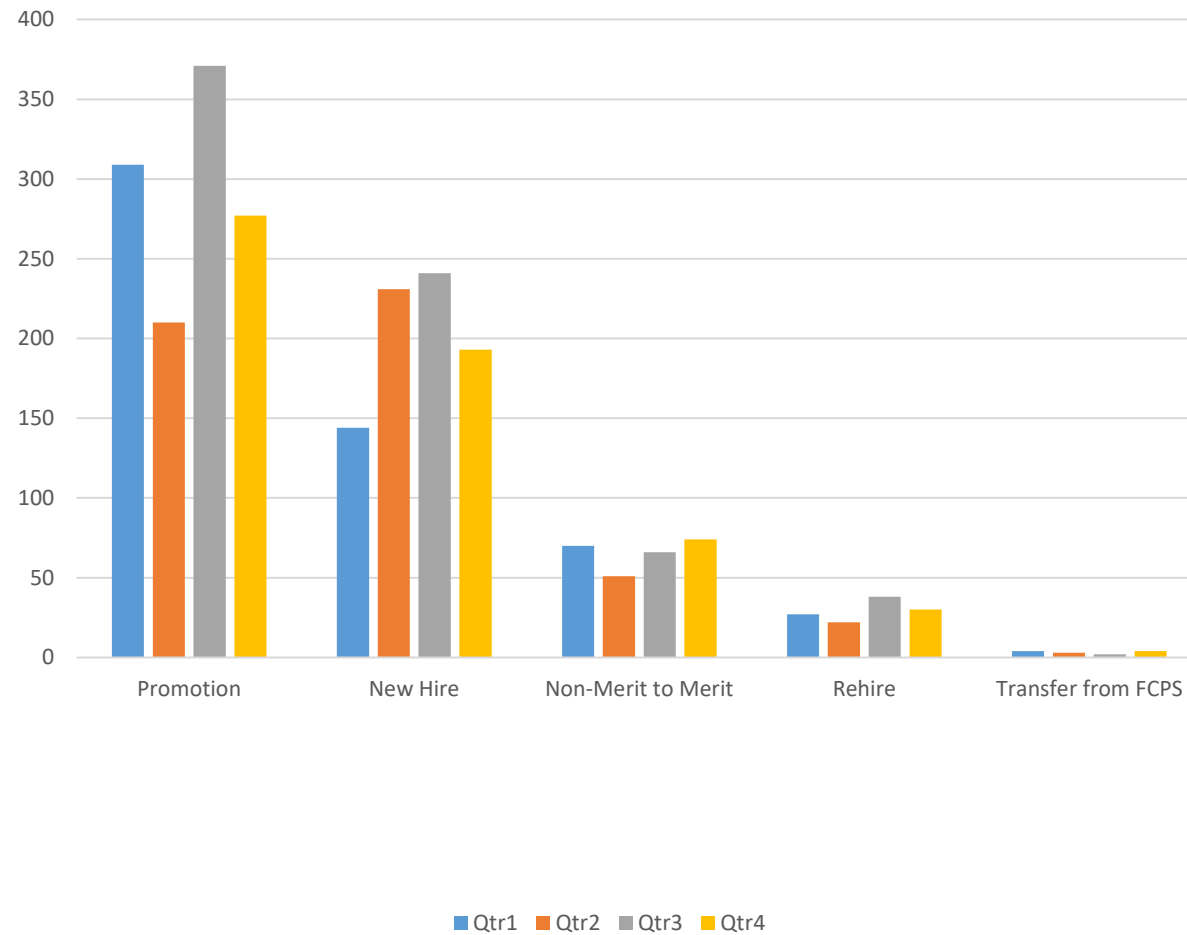
CY ● 2018 ● 2019 ● 2020 ● 2021



Turnover Trends: Other Terminations by Group



Positions Filled in CY 2021



Compensation Philosophy Discussion

- Where do we want our competitive market position of the organization to be?
- Factors to consider include:
 - Market conditions
 - Competition
 - Ability to pay
 - Overall equity of the compensation plan

Ongoing Strategies

- In areas with high vacancies, creating expedited hiring processes for difficult to fill positions
- Limited expansion of recruitment and referral bonuses
 - Current requests under review by DHR and DMB
- Equity Analysis to ensure employees with similar qualifications and experience are paid comparably
- Longevity step for public safety at 25 years

Questions?