

# HR/Labor Update

March 20, 2023

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the city of kingsport



- Modifications to recruitment strategies (*January 2022 - ongoing*)
- Phase I Salary Increases (*April 2022*)
- Phase II Salary Increases: 5% COLA & step increase (*July 2022*)
- Addition of voluntary benefits to our benefits portfolio (*September 2022*)
  - Greater emphasis on benefits education (*October 2022*)

- Employee Bonus with longevity component (*November 2022*)
- Addition of 2 Holidays (*December 2022*)
- Moved to TCRS Hybrid with cost controls (*January 2023*)
- Contracts with two temporary staffing agencies (*January 2023*)

**Thank you!!**

1

Recruitment

2

Retention

3

Culture

## 1 Recruitment

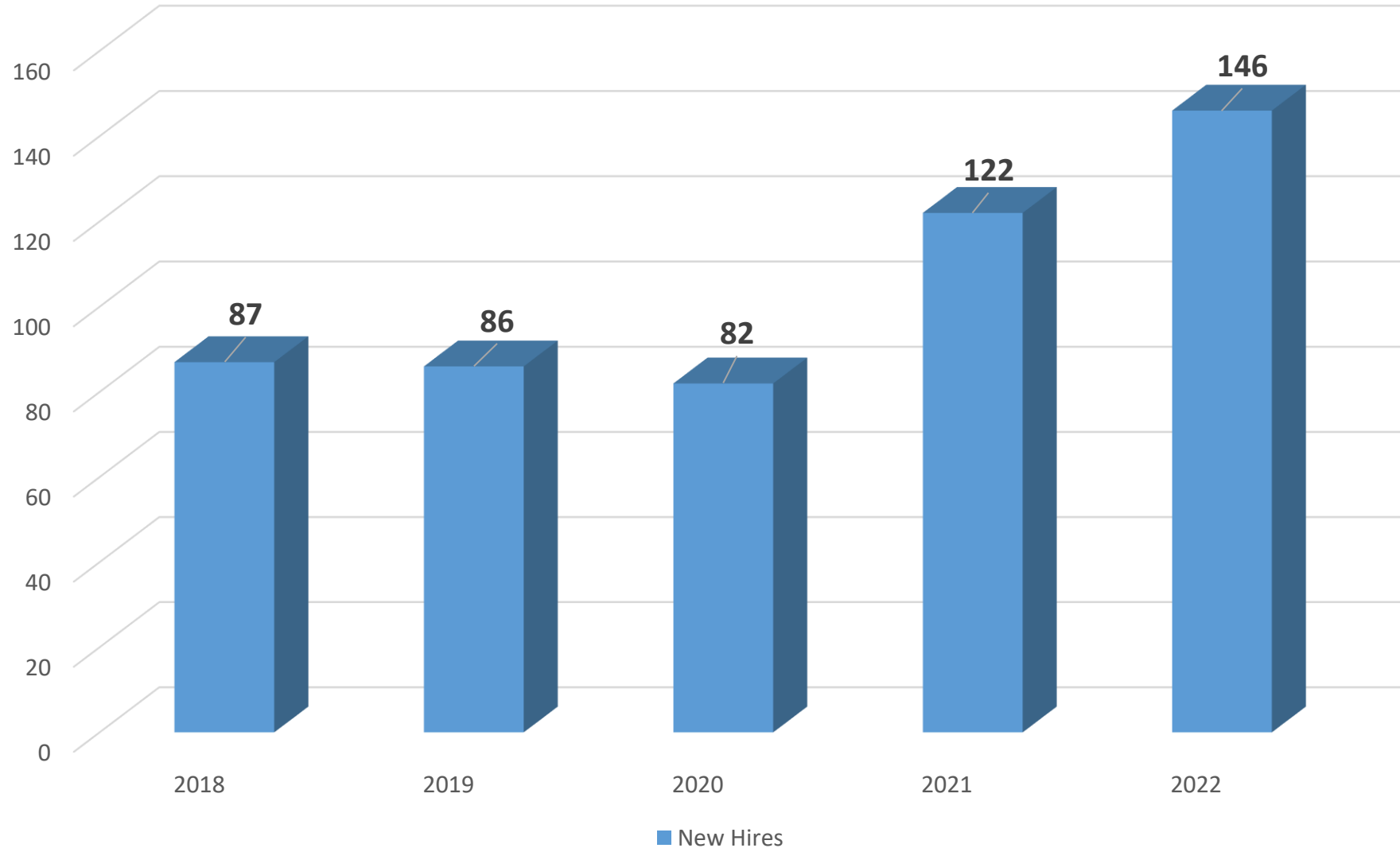
- Increased entry-level wages (Phase I and Phase II)
- Increased job fair participation
- Engaged with high schools
  - *Work Based Learning programs*
  - *Community service hours for TN Promise*

## 1 Recruitment

- Engaged with post-secondary
  - *College Interns*
  - *Capstone projects*
- Improved benefit offerings
- Increased postings on job boards, including social media

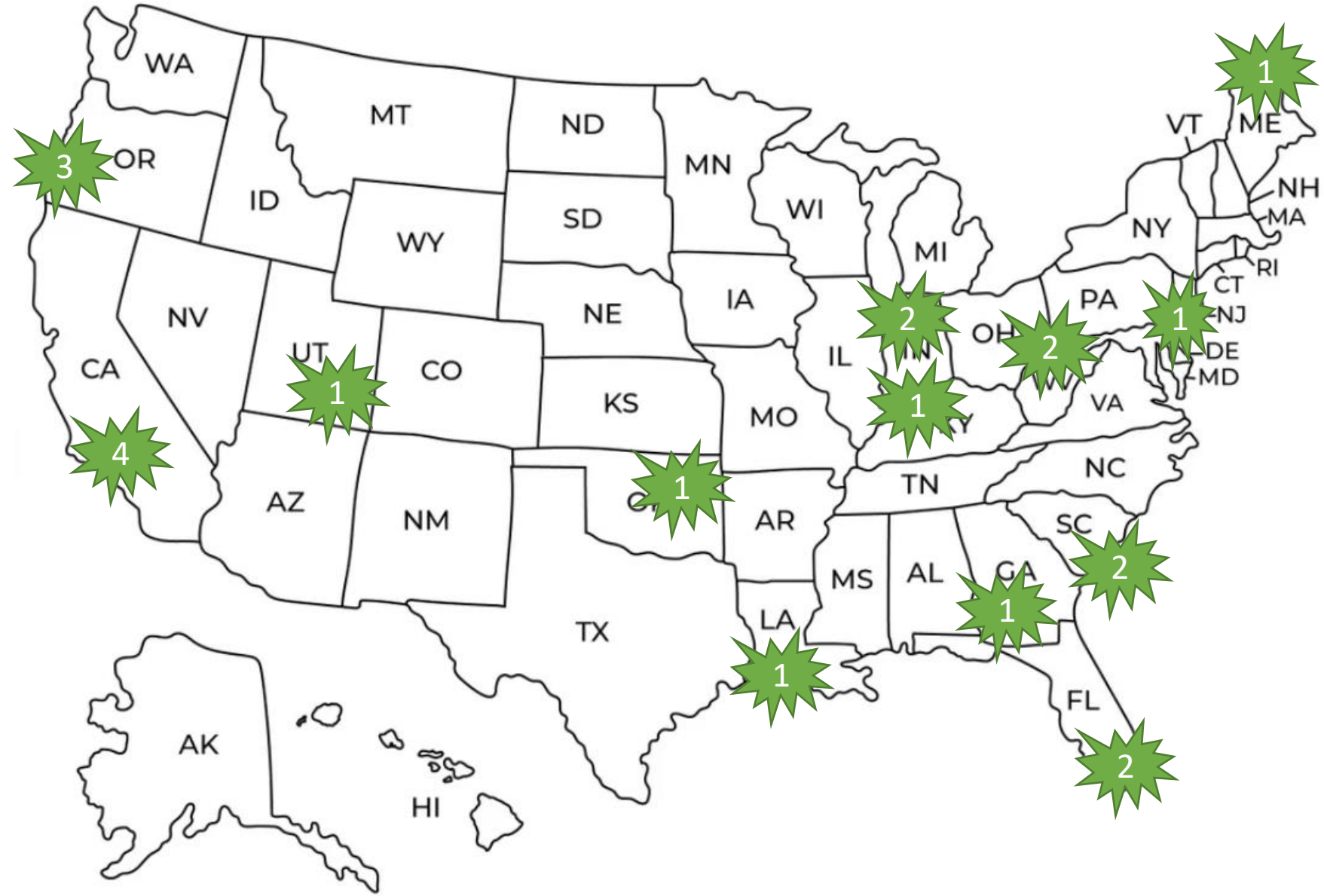
## 1 Recruitment

### New Hires



## 1 Recruitment

From which state did we receive the most new hires?



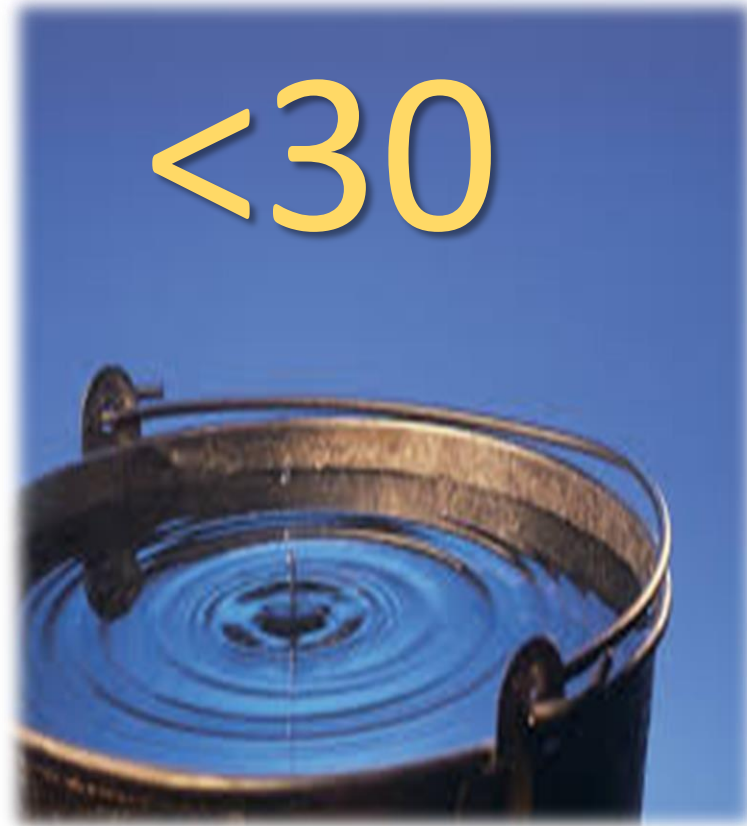


## Vacancy Snapshot:

February 2022



February 2023



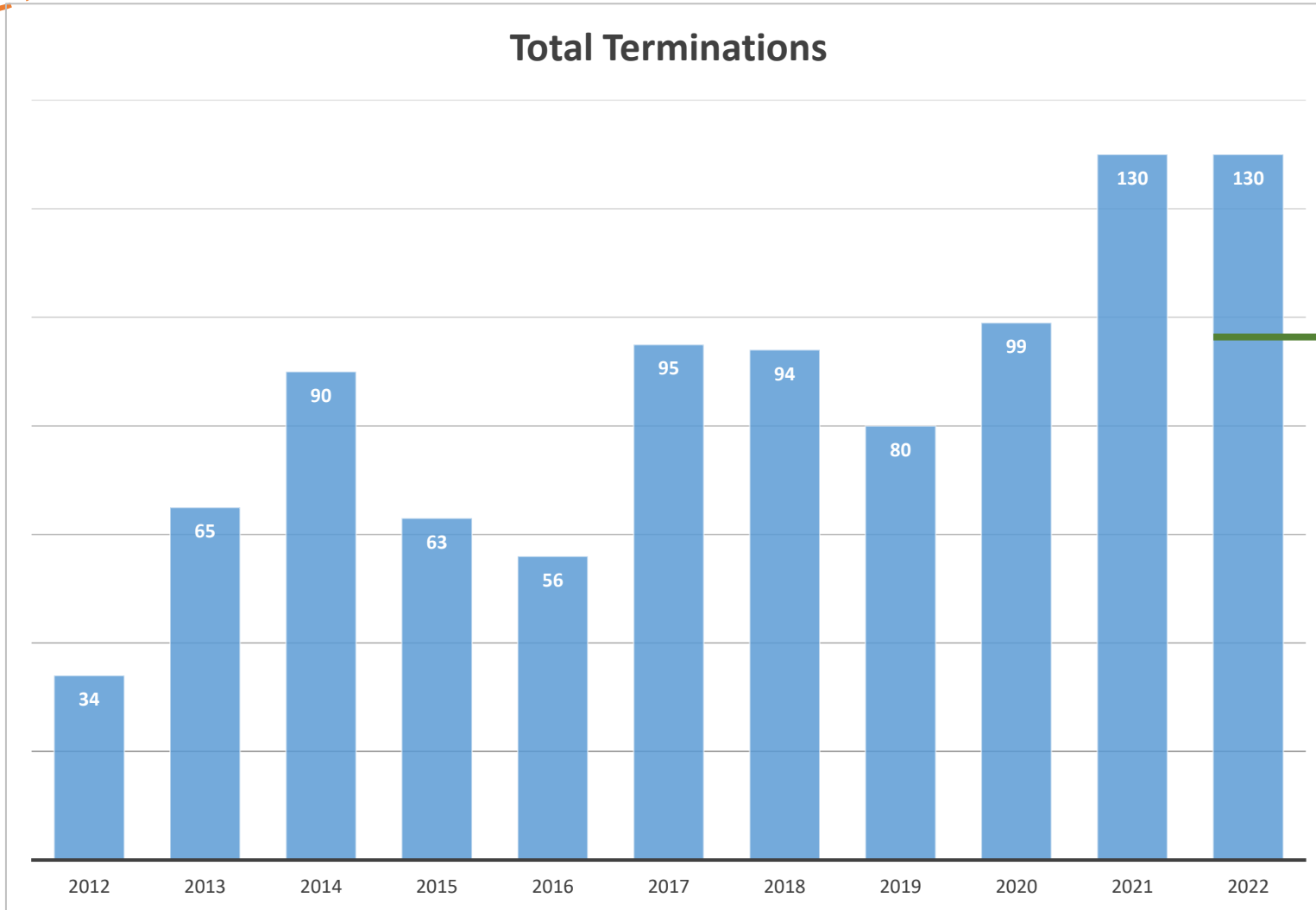
## 1 Recruitment

- **There is still a workforce gap!**
  - TN Department of Labor & Workforce Development report **360,000 jobs open in TN**, and approximately **60,000 receiving unemployment** benefits (3.5 unemployment rate).
  - Positive movement but slow progress in number of qualified candidates applying for positions.
  - Higher level positions are more competitive than ever.

# Retention: How many are leaving?

## 2 Retention

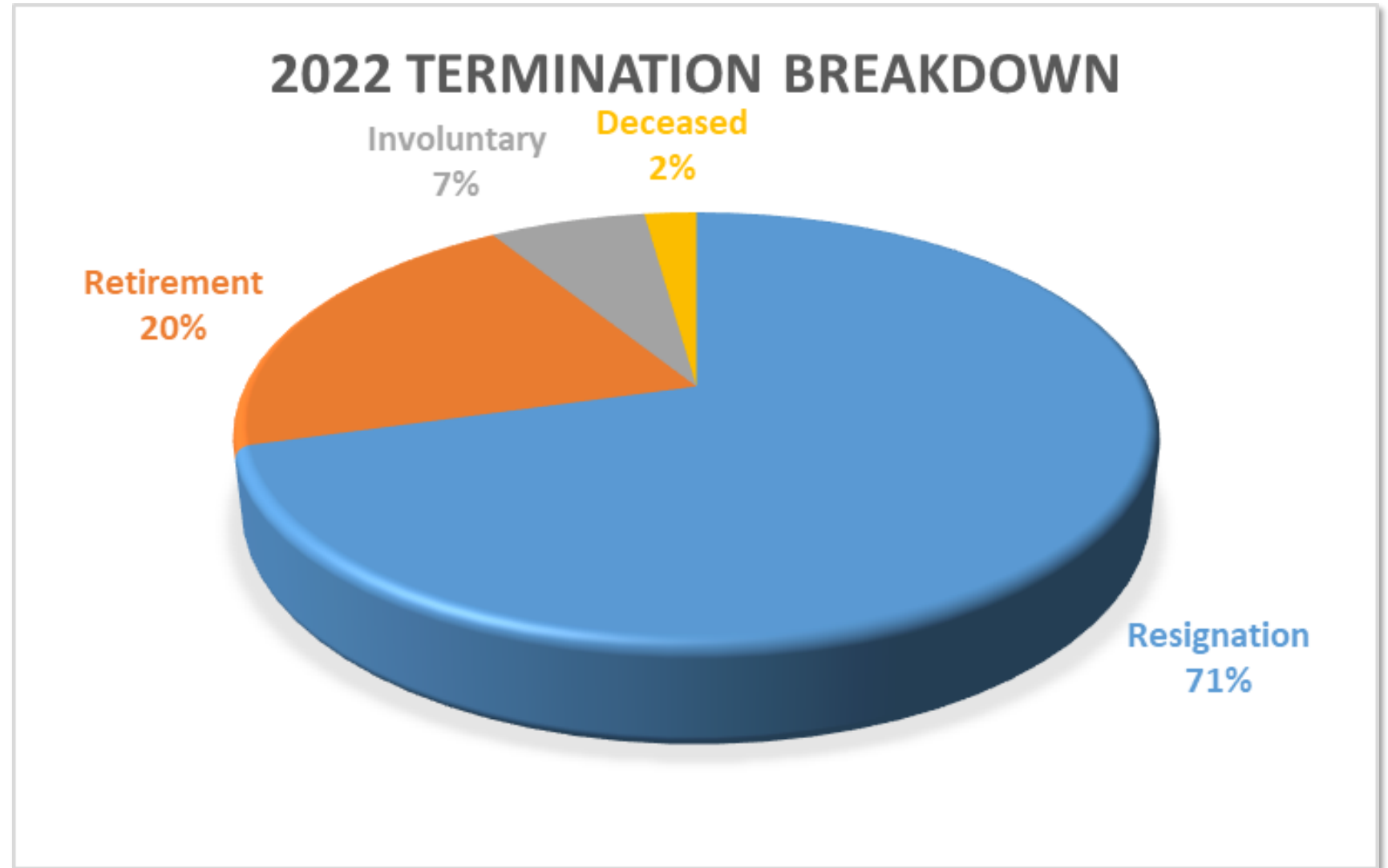
Total Terminations



- Data is based on a calendar year
- **65% of 2022 Terminators were prior to July 2022**
- If annualized the number of terminations after July 2022, we are more in line with pre-pandemic numbers.

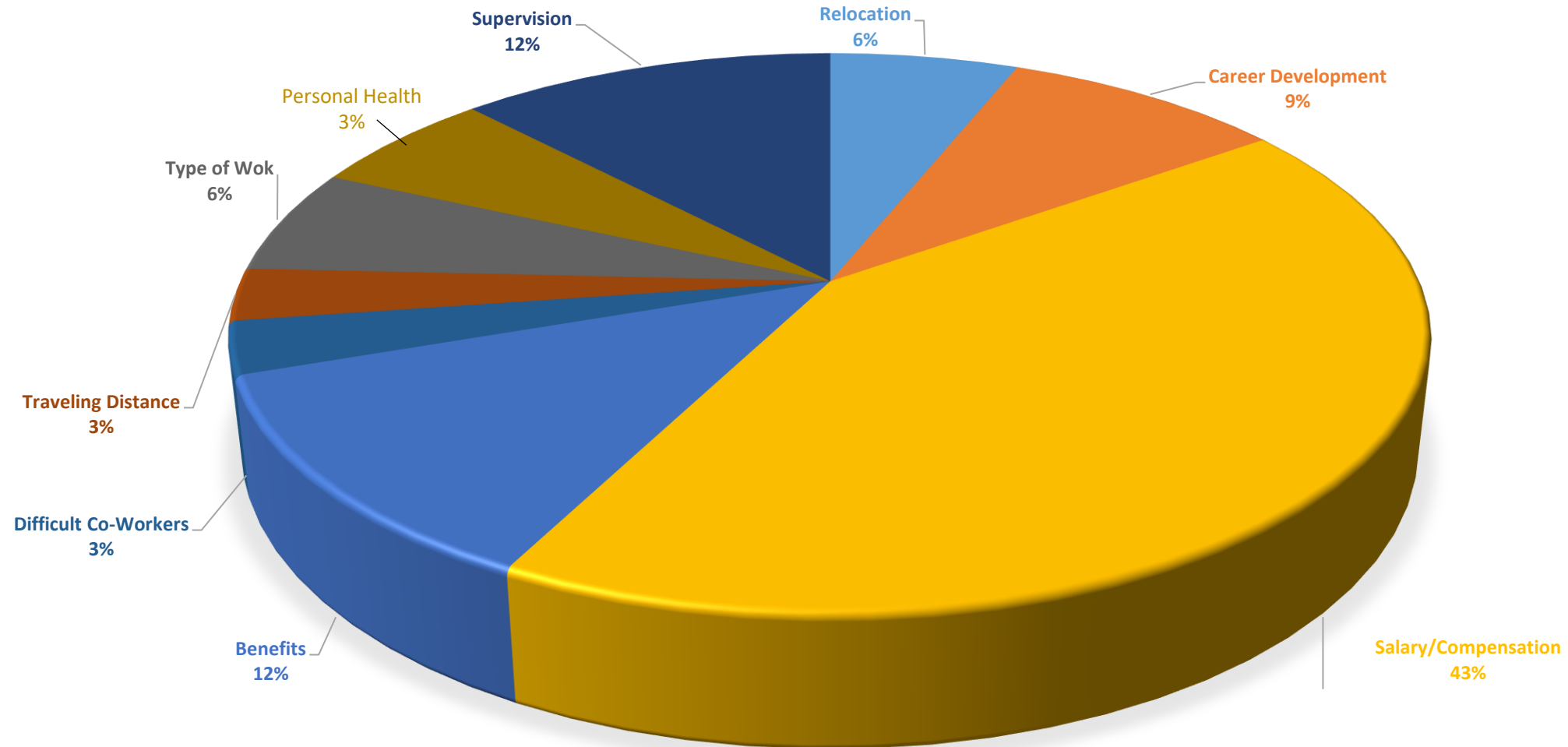
# Retention: How many are leaving?

- Retirements have historically averaged around 20% of the overall terminations



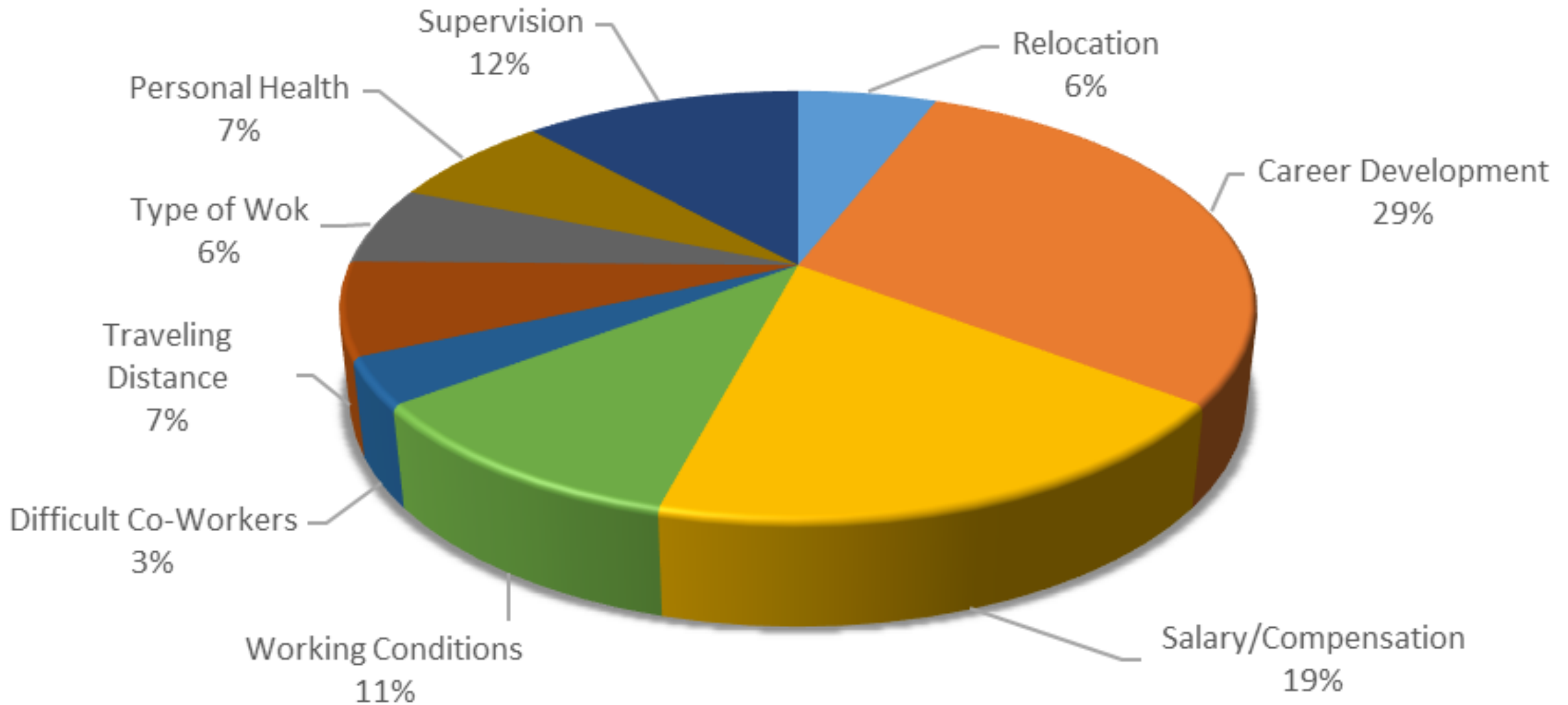
# Retention: Why are they leaving (2021)?

## 2021 RESIGNATION RANDOM SAMPLE



# Retention: Why are they leaving (2022)?

## 2022 Resignations





## Comprehensive Compensation Study

- Departments provided input
  - Reviewed all job descriptions (231 unique positions)
  - Scored each position on 9 Job Factors
- Used O\*NET data to identify market level ranges for each position

## 2 Retention

## Comprehensive Compensation Study

- The study helped identify:
  - Title changes for recruiting purposes
  - Positions needing reclassified due to market data (*approx. 14 positions / 70 individuals*)
  - Positions experiencing compression (*approx. 15 positions / 99 individuals*)
  - Critical positions in need of a focused succession plan

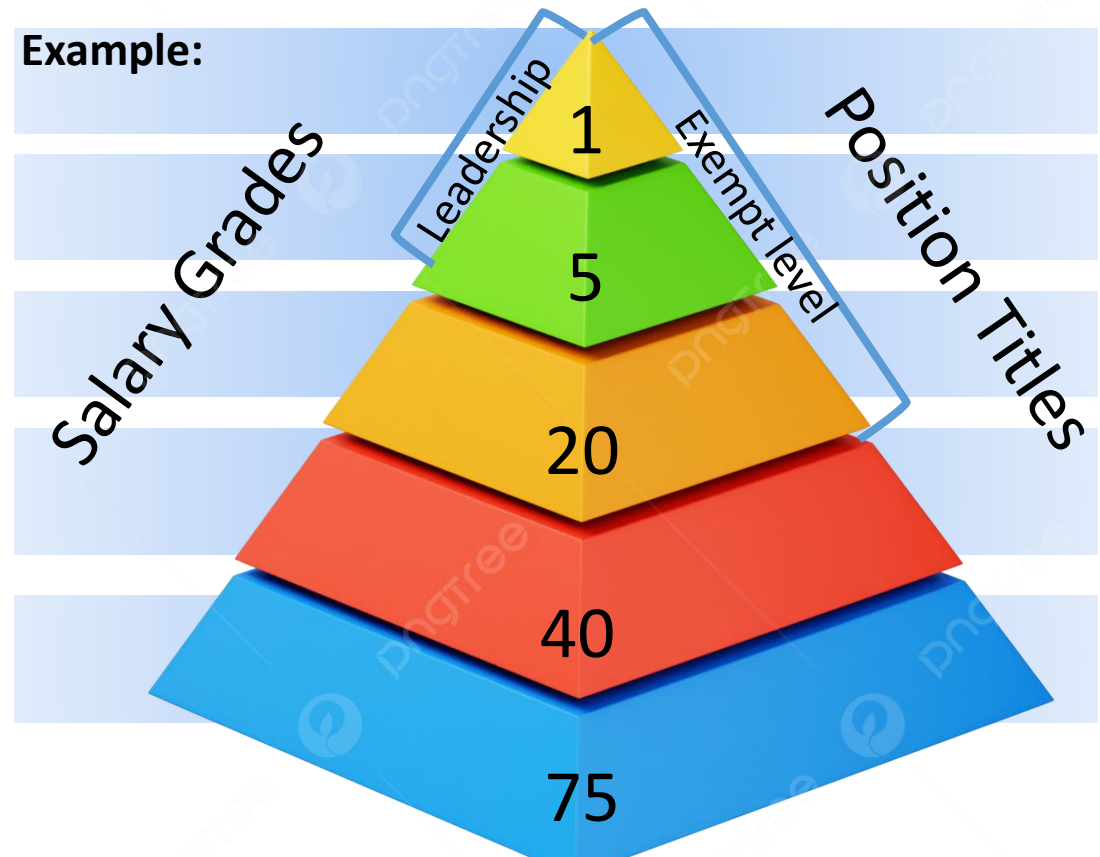


## 2 Retention

## Compensation Study - Proposal

- New salary scales, will provide more visibility into career growth
  - *Police*
  - *Fire*
  - *Business and Technical*
- Allows us to adjust for market changes more easily
- Removes Police and Fire bridge difference in pay grades

Example:



## 2 Retention

## Compensation Study – Next Steps

- Proposed budget will incorporate salary increases with new salary scales based on current market data and internal equity
  - *The proposal will place individuals where they need to be on the salary scale, therefore increases will vary per person (there will not be a standard across-the-board increase).*

## 2 Retention

## Compensation Study – Next Steps

- Policy changes will be brought to the board in May/June
- Communication to employees via department meetings
- In June, employees will receive a letter outlining their new pay grade and step



## Building a great culture

- More focus on training in 2023-2024
  - *Supervisor Training*
  - *Professional Development Training*
- Continue with Highlighting Heroes
- Fellowship opportunities
  - *Christmas Lunch (December)*
  - *Public Works Day (September)*
  - *Bringing Back Employee Picnic (TBD)*

1 Recruitment

2 Retention

3 Culture

## Your Continued Support

A graphic consisting of numerous overlapping squares in various shades of blue and green. The word "QUESTIONS" is prominently displayed in the center in a large, white, bold, sans-serif font, with a slight 3D effect and a shadow.