

**Goodhue
County**
MINNESOTA

Retention Committee Recommendations

Timeline

2022

- The Great Resignation
- County Board set goal to improve retention
 - Establish a working group, including the three HR managers, to bolster future recruitment efforts and identify possible retention techniques.

Potential retention techniques:

a.) Examining the current work structures of the county departments to better meet needs to our employees and the public

b.) Reviewing pay strategies/structures and ways they could be more aligned with market influences; and,

c.) Implementing strategic ‘Stay/Satisfaction Interviews/Surveys’ to better understand current employee wants/needs.

d.) Analyzing current benefits offered/ potential future benefits in addition to job sharing, part time, work life balance, and day care.

Timeline

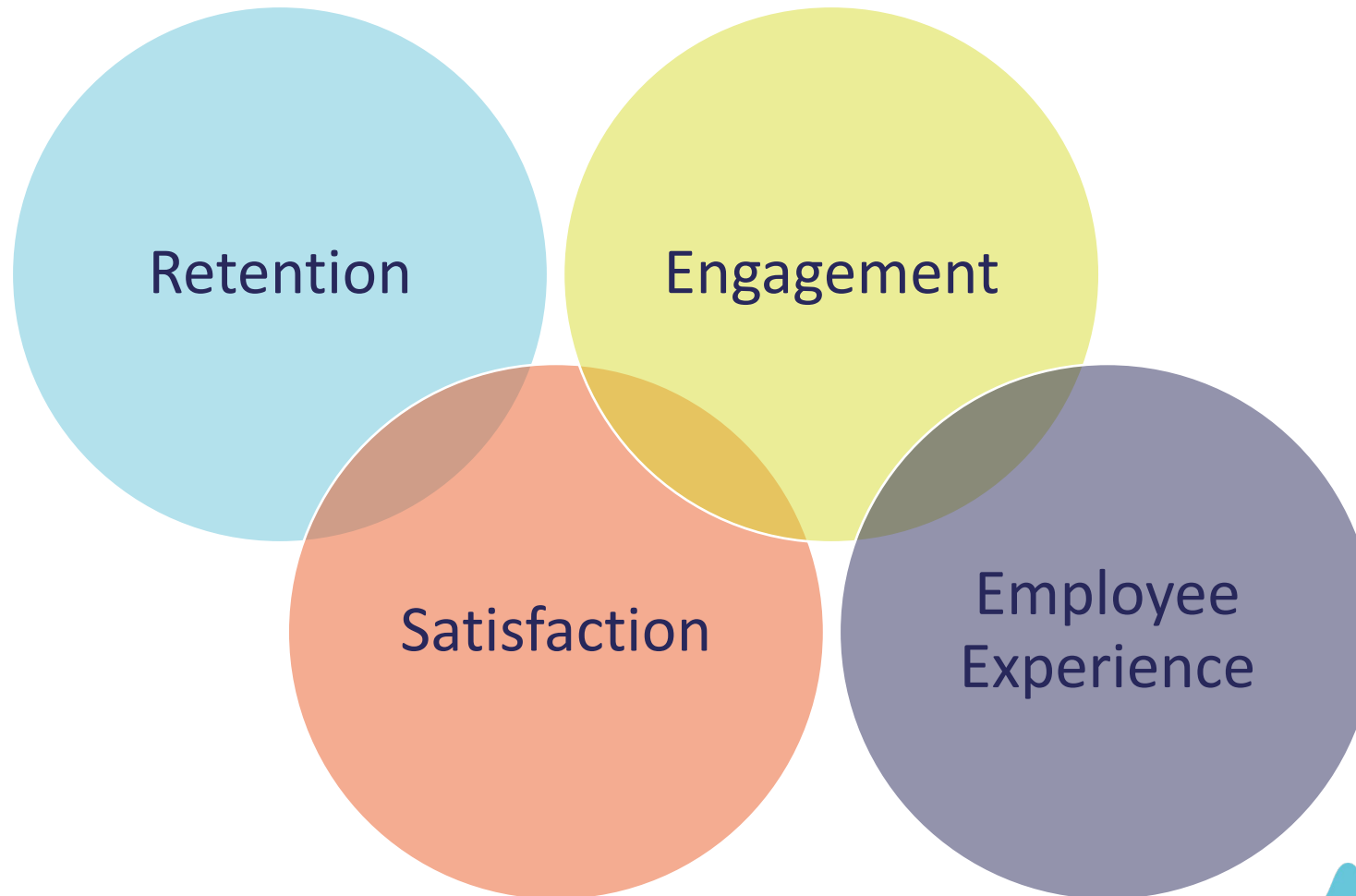
2022

- The Great Resignation
- County Board set goal to improve retention

2023

- Spring:
 - County Board workshop; direction: conduct employee survey
- Summer:
 - Pay study implementation
- Fall:
 - Retirement savings plan enhancement
 - Survey conducted

Related Terminology



Timeline

2022

- The Great Resignation
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2023

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- Summer:
 - Pay study implementation
- Fall:
 - Retirement savings plan enhancement
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2024

- \$428,500 budgeted for retention efforts
- February: Survey results presented to Board
- April through July: 8 Committee Meetings + multiple subcommittee meetings

Retention Committee Scope

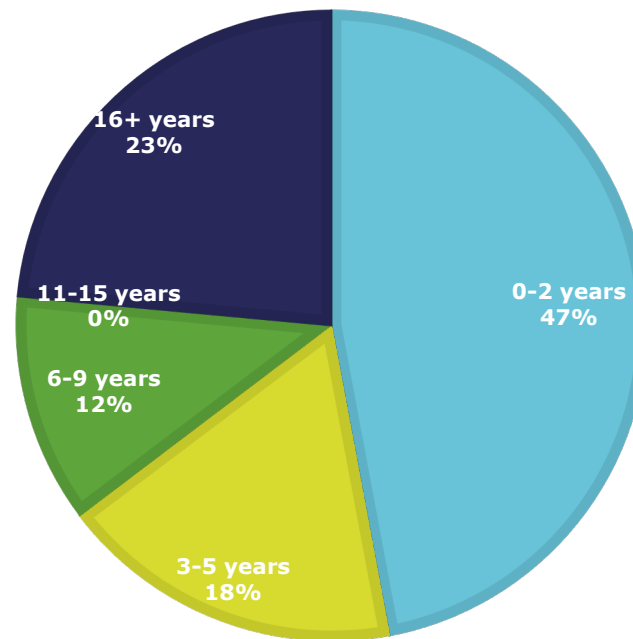
Recruitment & Retention	Actions Taken
a.) Examining the current work structures of the county departments to better meet needs to our employees and the public	<ul style="list-style-type: none"> • Varies by department
b.) Reviewing pay strategies/structures and ways they could be more aligned with market influences; and,	<ul style="list-style-type: none"> • Pay study (July 2023) • Ongoing compensation maintenance (2024)
c.) Implementing strategic 'Stay/Satisfaction Interviews/Surveys' to better understand current employee wants/needs.	<ul style="list-style-type: none"> • Employee experience survey (November 2023) • Results (February 2024) • Committee formation (April 2024)
d.) Analyzing current benefits offered/ potential future benefits in addition to job sharing, part time, work life balance, and day care.	<ul style="list-style-type: none"> • Multiple committee & subcommittee meetings & follow-up with staff • Evaluation of current/ potential benefits • Today's proposals



Retention Committee Makeup

- Representation from all departments
 - All members nominated by department heads
 - 50% of members are in union positions

Committee Members,
Years of Service



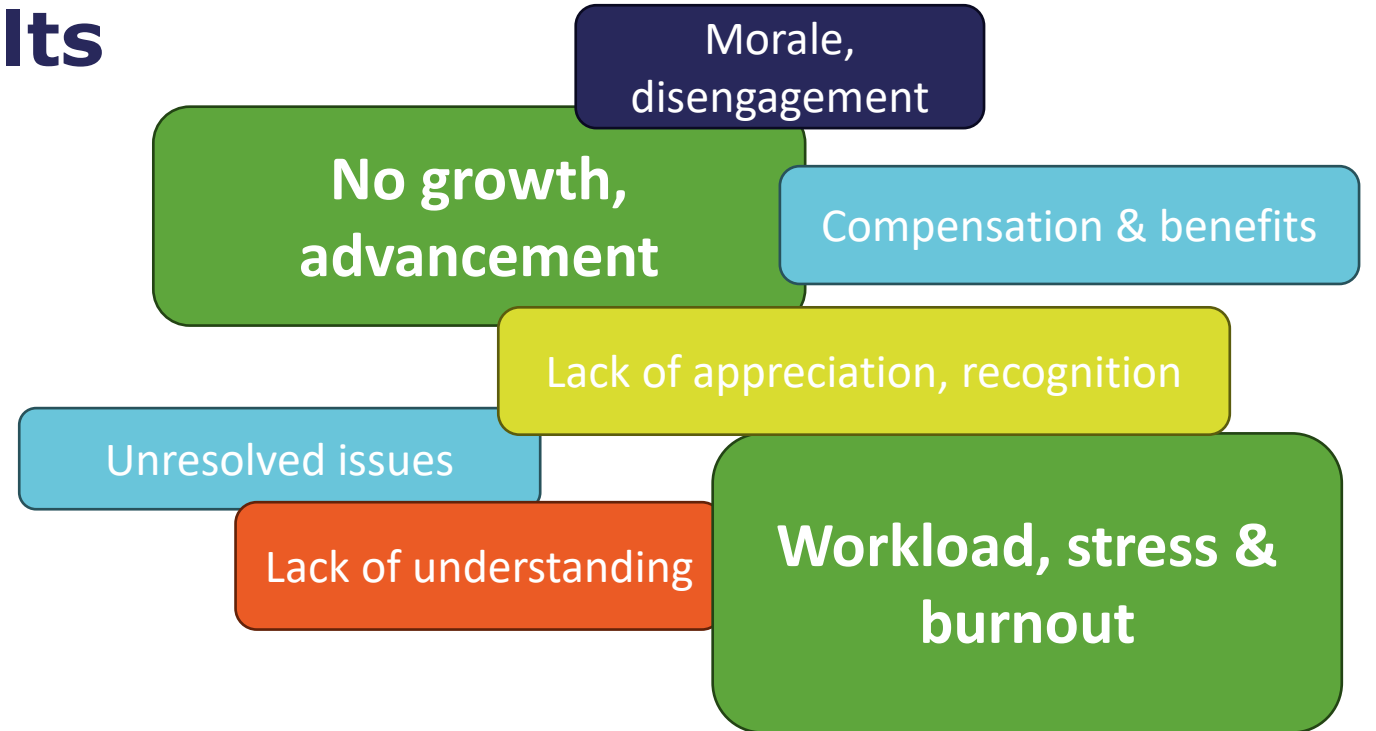
Retention Committee Purpose

1. Discuss factors of employee retention
2. Analyze our current policies/ benefits
3. Identify areas of improvement to retain our valuable talent

Retention Committee

- **Review survey results**

- Job satisfaction
- Wellness & stress
- Leadership



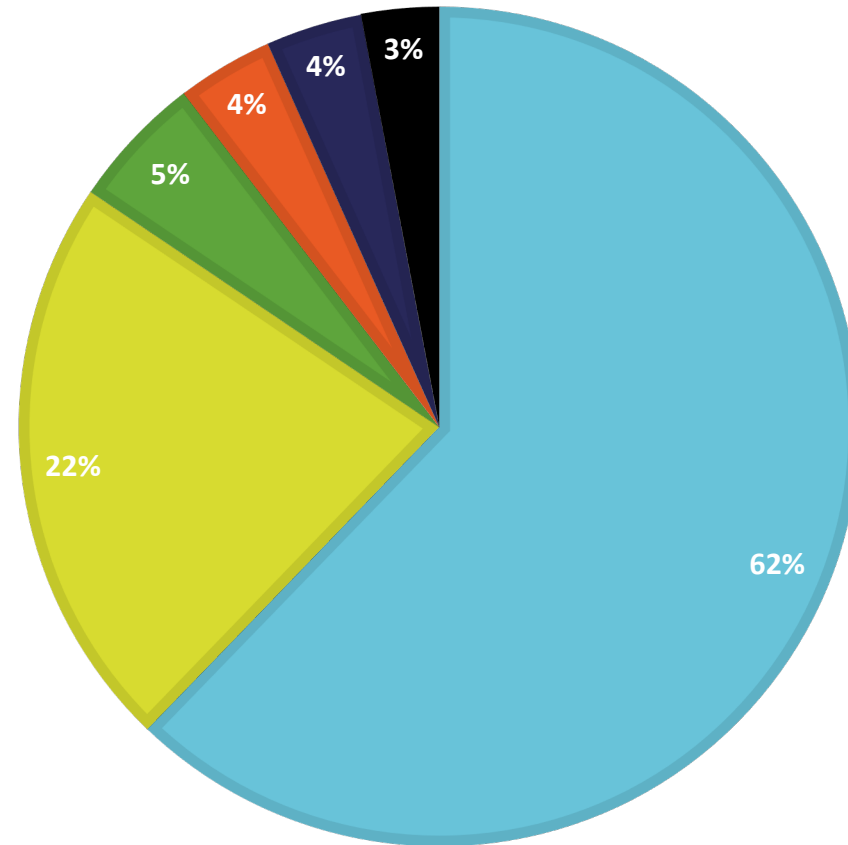
- **Review of current benefits**

Turnover by year



Terminations by reason (2019 – 2023)

■ Other employment ■ No reason ■ Performance ■ Personal ■ Relocation ■ Misc



Cost to Replace an Employee

- Average cost to replace an employee is equal to 6-9 months of the individual's salary (\$60,000 salary = \$30-\$45,000 cost)
- HHS example of two positions is \$41,000 to \$82,000

	IMU	Social Services
# hours for trainings prior to starting work related job duties	80	30
# hours spent with new hire orientation/mandatory trainings	40	40
# hours for additional Training during next 1-2 years	135	40
# hours spent with supervisor during first year	20	64
# hours spent with lead during first year	320	520
# hours spent with other staff during first year	80	260
# hours IT spends on setting staff up	12	12
Total Hours/Unit	687	966

Cost for each unit specific to staff/lead/supervisor/HHS IT	IMU	Social Services
New Hire Cost-Rate on step 1	18,717.75	31,939.92
Supervisor-Rate on current step (avg if multiple per unit)	949.20	3,422.72
Lead Cost-Rate on current step (avg if multiple per unit)	13,699.20	26,395.20
Co-worker (used step 3 on scale)	2,440.80	9,575.80
HHS IT- Rate on current step	366.12	366.12
Total Cost for Training/Unit/Employee	36,173.07	71,699.76
15.15% of wages (see below for % breakdown)	5,480.22	10,862.51
TOTAL	41,653.29	82,562.27

Costs do not include additional benefits like health, dental etc

Other units gave feedback but do not have as high of turnover as these two units-so did not include all

PERA 7.5%

FICA 6.2%

Medicare 1.45%

Survey Subcommittees

Top overall retention requests	Subcommittees
Increased vacation accruals	Vacation accruals
Modified work week/ flexibility	Modified work week
Increased healthcare contributions	
Retention bonuses/ retirement match	Retention bonus/ retirement match
Show appreciation/give thank you's	Appreciation/ service awards

Considerations

Deep dive

- Service awards
- Accrual rates
- Turnover data
- Cost of turnover

Dismiss

- Lifestyle spending accounts
- Discretionary appreciation awards
- Retention bonuses
- Vacation to deferred compensation program
- Employer matching contribution to 457b retirement savings

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Committee Recommendations

Update Service Awards

- Double current awards
- Award 8 hours of vacation
- Eliminate Wild Wings/ Chamber Bucks
- Create permanent funding for the Employees Committee of \$6,500
- Budget impact of:
 - \$6,435 (awards)
 - \$22,474 (vacation)
 - \$6,500 (fund Employee Comm Events)

Years of Service	Current Award	Proposed Award
40	\$200	\$500
35	\$200	\$400
30	\$175	\$350
25	\$150	\$300
20	\$125	\$250
15	\$100	\$200
10	\$75	\$150
5	\$0	\$100

Pros and Cons of Better Service Awards

Pros

- Recognition for employee longevity
- More meaningful rewards
- Flexibility
- Reignites a culture of gratitude
- Reinforce the connection between the county and employee

Cons

- Will need to be budgeted beyond just this year

Committee Recommendations

Increase Leadership Training

- Leadership tools
- Impacts on job satisfaction, engagement, recruiting & retention
- Budget impact of \$5,000

Pros

- A top reason people are dissatisfied with their job is a bad manager
- Provide leadership with more tools to manage
- Bolster staff engagement and navigate difficulties effectively

Cons

- Additional training means time away from the job

Committee Recommendations

Modified Work Week

- Board commitment to support flexible work where possible without service disruption.
- Support “summer hours” model for 2025 (Rice County)
- No budget impact

Pros

- Since Covid, flexible work solutions have become the norm
- No budget impact
- Increased productivity and morale
- Reduces tardiness and absenteeism
- Improved work-life balance
- Flexible work schedules reduce turnover
- Employees save money with reduced commute
- Enhances Goodhue County as a family friendly workplace

Cons

- Some positions cannot flex or work from home as well as others
- Managers will need extra tools to manage distant staff and schedule configurations
- Some employees may not work efficiently without supervision
- Need coverage to maintain citizen availability

Committee Recommendations

Vacation Accruals

- Eliminate the bottom tier of vacation accruals

Years of Service	Current Monthly Accrual	Proposed Monthly Accrual
0-2 Years	6 hours	8 hours
3-5 Years	8 hours	8 hours

- Front load new hires with 24 hours of vacation
- Estimated value of \$165,708

Pros and Cons of Vacation Accrual Change

Pros

- We are lower than other counties
- Hiring incentive
- Targets new employees

Cons

- Perceived value is a hit to the retention budget

Proposals

SERVICE AWARDS	AMOUNT	
Increase Service Award Amounts	\$6,435.00	Cost
8 hours PTO for service Award Recipients	\$15,533.28	Value
Permanent Funding of the Employee Committee	\$10,00.00	Cost
	<hr/> \$31,968.28	(Annually)
Retention budget	\$428,500.00	
Cost of service award proposals	(-) \$31,968.28	
Remaining	<hr/> \$396,531.72	

Proposals

Leadership Training

AMOUNT

Increase leadership training

\$5,000

Cost

Remaining retention budget

\$396,531.72

Cost of leadership training

(-) \$15,000.00

Remaining

\$381,531.72

Proposals

Flexibility/ modified work week

AMOUNT

Campaign to promote/ support modified work week (where possible)	\$0.00	Cost
Remaining retention budget	\$381,531.72	
Cost of flexibility/ modified work week	(-) \$0.00	
Remaining	<u>\$381,531.72</u>	

Proposals

Vacation accruals

AMOUNT

Eliminate 6-hour accrual tier + frontload 24 hours vacation*	\$108,521.28	Value
Remaining retention budget	\$381,531.72	
Cost of vacation accrual/ front-loading	<u>(-) \$108,521.28</u>	
Remaining	\$273,010.44	

* For new employees (0-4 years of service)

What's The Cost For The Rest?

	AMOUNT
Vacation Accrual Rates increased 2 hours/month across all categories Excludes Summer Hires This will not affect the levy- "Cost" includes average rate * 24 hours/employee	\$232,580
457 Retirement Match - \$1,000/participant Assuming less than 100% participation	\$250,000
Vacation Deferral to Retirement Account This would need to have rules set in place before we could determine cost	TBD
Increased Healthcare Contributions This needs to be further vetted with the Committee and Insurance Committee	TBD
Remaining budget yet to be allocated	<hr/> \$273,010.44

Committee Questions

1. What is the Board's long-term retention strategy, if any? Will the committee's work be ongoing/ funded in 2025 and beyond?
2. Has the retention committee fulfilled the Board's expectations?
3. Does the Board intend to conduct a future employee survey?

Committee Questions

4. Is the Board interested in pursuing items the committee dismissed?

Item	Yes	No
Increasing vacation accruals for staff 5+ years service		
Employer matching contribution to 457b		
Lifestyle spending account		
Discretionary appreciation awards		
Retention bonuses		
Vacation cashout to deferred compensation		

Next Steps

- Consensus on Committee recommendations
- Give direction on committee questions

Questions? Thank you!

Retention Committee members:

Linda Flanders, Goodhue County Commissioner

Susan Betcher, Goodhue County Commissioner

Stacy Lance, Executive Admin Asst – Special Projects Lead (Administration)

Jennifer Mechelke, Detention Deputy (Adult Detention Center/Jail)

Joe Hile, Appraiser III (Assessor)

Erin Kuester, Assistant County Attorney III (Attorney)

Kate Hanley, Admin Office Manager (Court Services)

Leslie Germann-Hunter, Maintenance Tech I (Facilities Maintenance)

Nicole Dahlstrom, Accountant I (Finance)

Kayla Matter, Accounting Supervisor (Health and Human Services)

Heather Poncelet (Human Resources)

Ryan Archer, IT Technical Support Specialist (IT)

Alex Dicke, Design Manager (Public Works)

John Huneke, Chief Deputy (Sheriff's Office)

Matt Hayen, Patrol Deputy (Sheriff's Office – Patrol)

Tammy Waltz, Recorder Clerk (Recorder)

Ethan Seaberg, Deputy Surveyor (Surveyor)

Andrea Krumwiede, Administrative Assistant (Vets Services)

Samantha Pierret, Planning Zoning Administrator (Zoning)