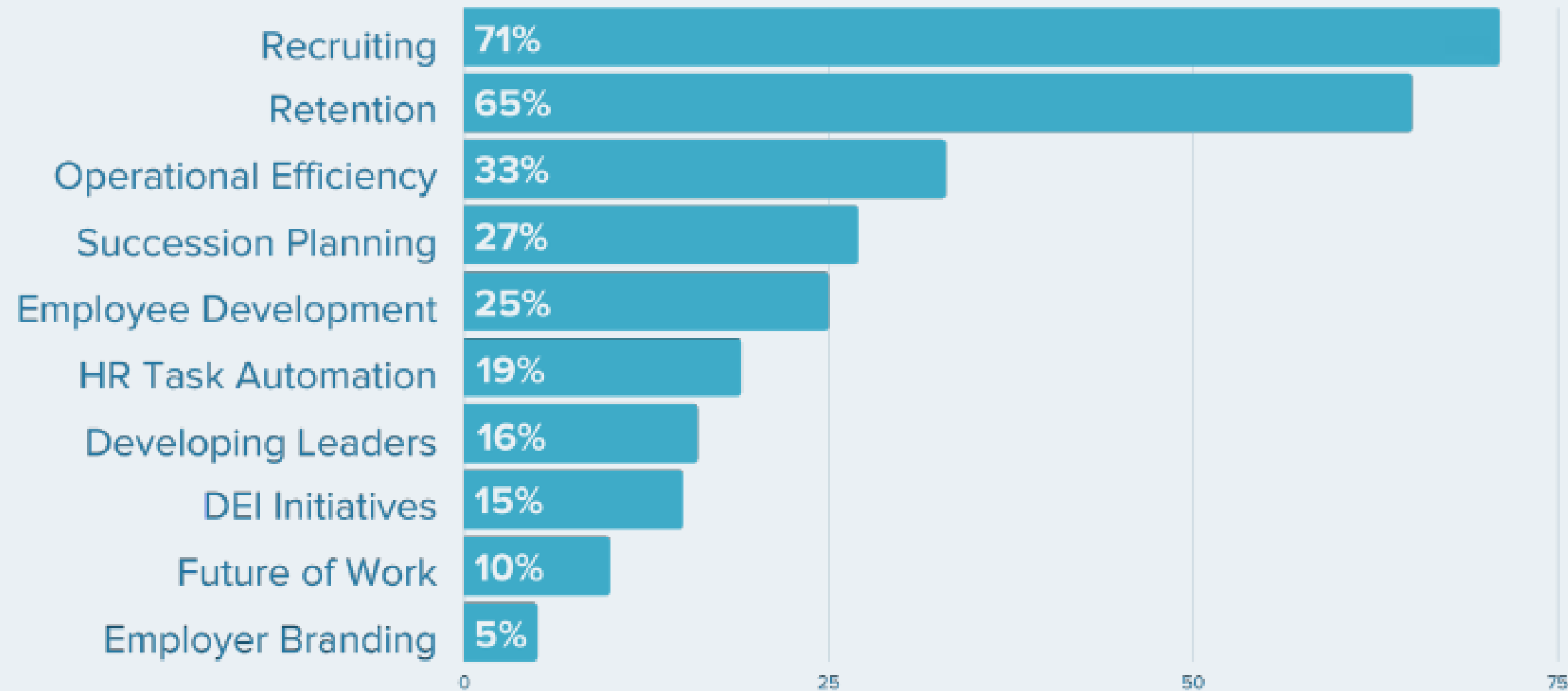# Human Resources Report

March 2023

HR Top Priorities 2023 and 2024

"Over the past 1 -2 years, the public sector has faced a hiring crisis and unprecedented employee turnover. It's more of the same in 2023, with recruiting and retention remaining top priorities for government HR, and it may be this way for a while."

Full NG HR Trends Report 2023.pdf (neogov.com)

HR Top Priorities 2023

Figure 1
Top Priorities in 2023

Priority	Percentage
Recruiting	71%
Retention	65%
Operational Efficiency	33%
Succession Planning	27%
Employee Development	25%
HR Task Automation	19%
Developing Leaders	16%
DEI Initiatives	15%
Future of Work	10%
Employer Branding	5%

Full NG HR Trends Report 2023.pdf (neogov.com)

Workforce as of February 2023

	Number	Average Age	Average Tenure
Full Time	925	42.2	8.3
Part Time	215	49.6	3.7
Total	1140	43.6	7.4

Workforce Comparison to Prior Year

	Total Feb 2022	Total Feb 2023
Number	1141	1140
Average Age	42.7	43.6
Average Tenure	8.1	7.4
	Full Time Feb 2022	Full Time Feb 2023
Number	914	925
Average Age	41.1	42.2
Average Tenure	9.1	8.3
	Part Time Feb 2022	Part Time Feb 2023
Number	227	215
Average Age	49.1	49.6
Average Tenure	4	3.7

Recruitment 2021

Positions Filled - January 2021 - December 2021

Total 264

53%

141

Full Time

47%
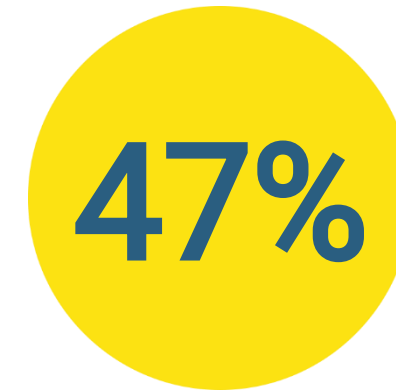
123

Part Time

Recruitment 2022

Positions Filled - January 2022 - December 2022

Total 249

60%

150

Full Time

40%
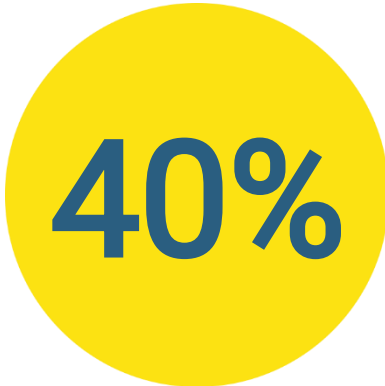
99

Part Time

New Hires By Department

Legend: Part Time (light blue), Full Time (yellow)

Department	Part Time	Full Time
Public Works	5	31
PRST	73	13
Police	1	50
Planning		3
Information Systems		8
Fire Total	1	9
Financial Svcs	2	7
Financial Mgmt/Reporting		1
Courts		5
Convention Center	16	10
Construction Svcs		2
City Admin	1	11

January 2022 through December 2022
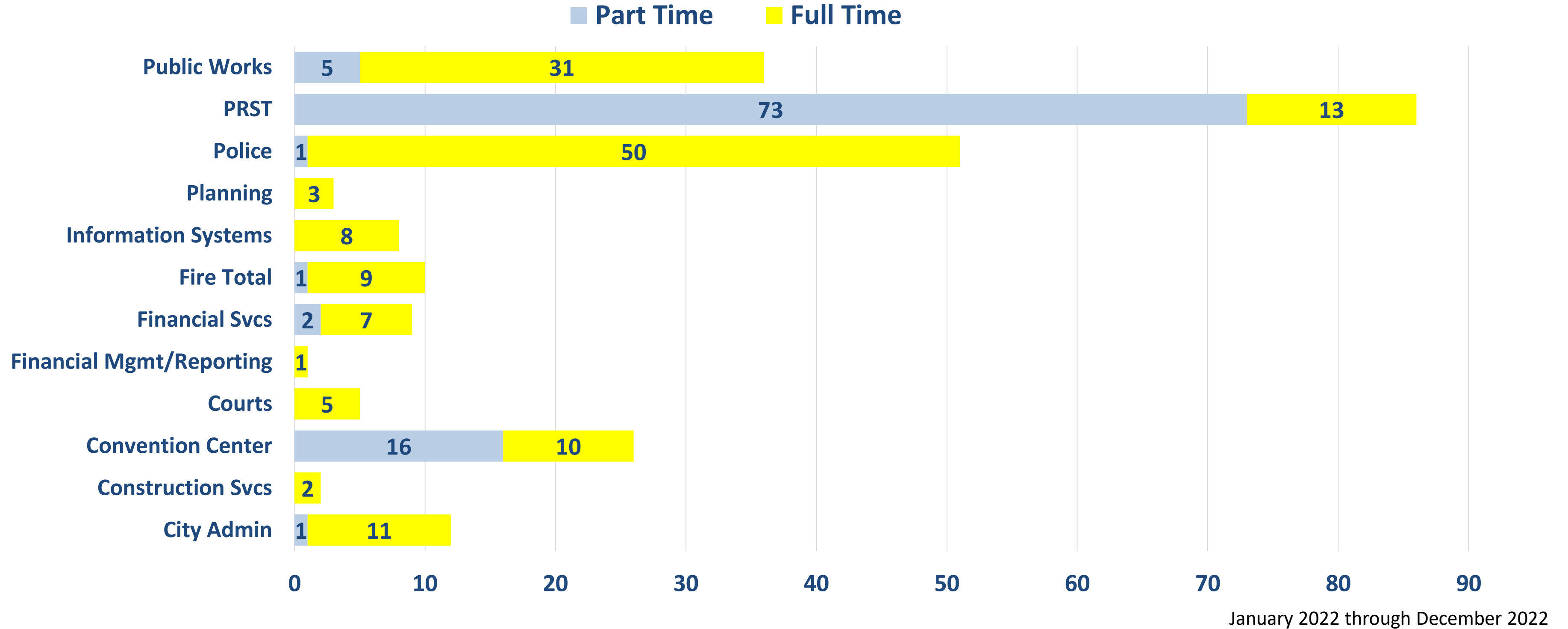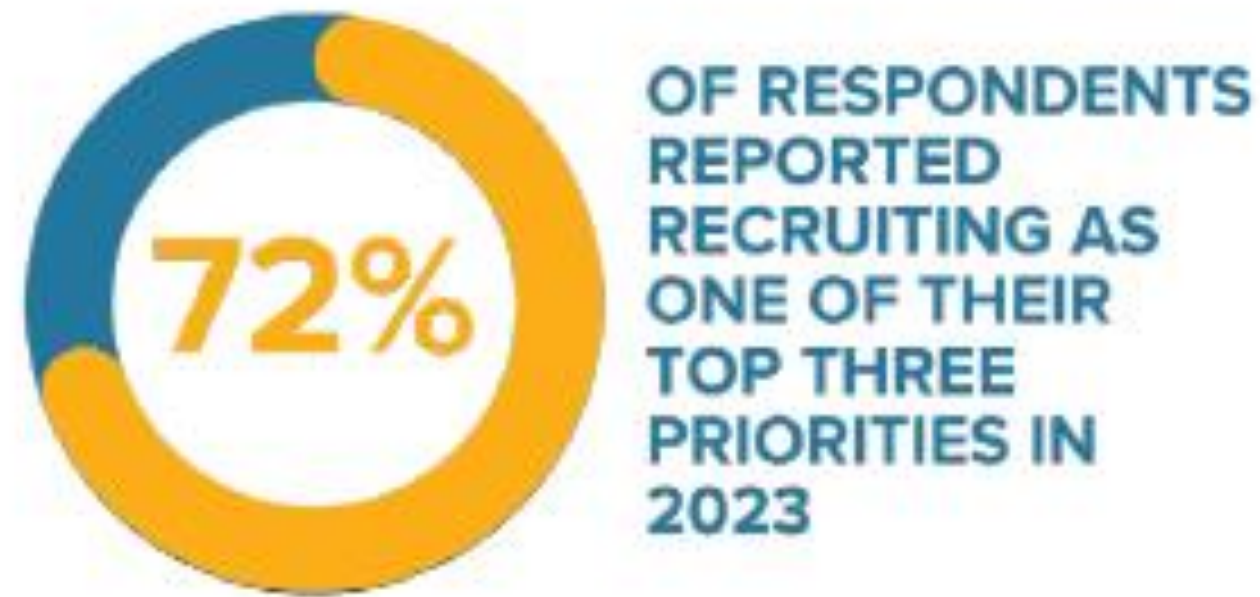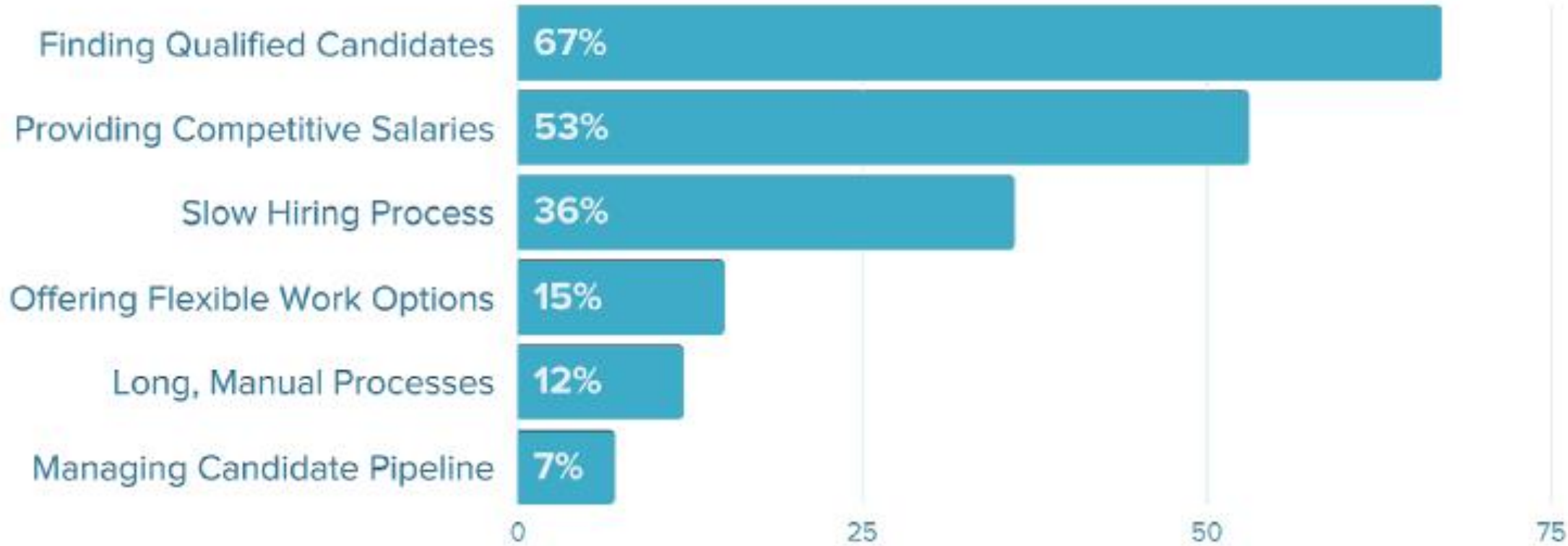
HR Top Priorities 2023 - Recruiting

- According to a NeoGov survey of municipal and government employers, competition for qualified candidates is increasing
  - Applicants are looking for primarily for work-life balance

72% OF RESPONDENTS REPORTED RECRUITING AS ONE OF THEIR TOP THREE PRIORITIES IN 2023

Full NG HR Trends Report 2023.pdf (neogov.com)

HR Top Priorities 2023 - Recruiting

Top recruiting challenges for government agencies are finding qualified candidates (67%), offering competitive salaries (53%) and slow hiring processes (36%)

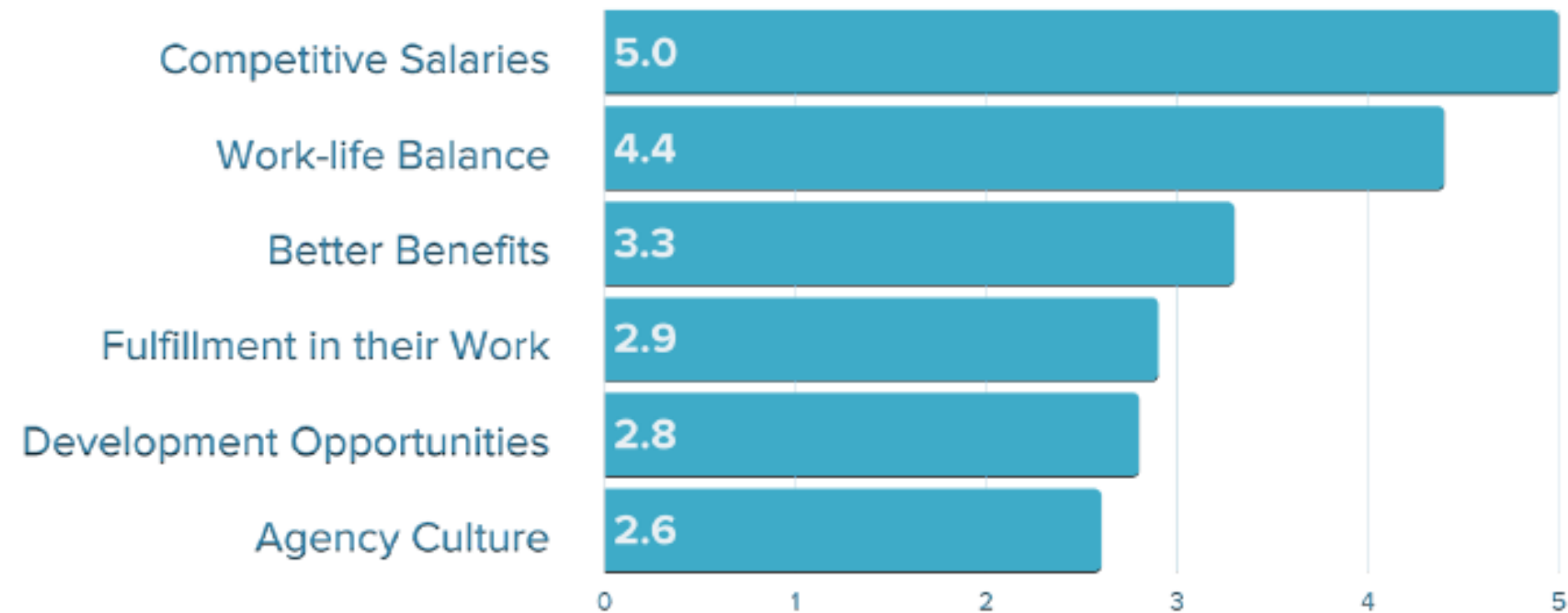Figure 2
Top Two Recruiting Challenges

Challenge	Percentage
Finding Qualified Candidates	67%
Providing Competitive Salaries	53%
Slow Hiring Process	36%
Offering Flexible Work Options	15%
Long, Manual Processes	12%
Managing Candidate Pipeline	7%

Full NG HR Trends Report 2023.pdf (neogov.com)

HR Top Priorities 2023 - Recruiting

According to a NeoGov survey when HR professionals were asked what candidates care about most, 53% listed competitive salaries and 27% listed work-life balance

Figure 3
What Candidates Care About the Most

Category	Value
Competitive Salaries	5.0
Work-life Balance	4.4
Better Benefits	3.3
Fulfillment in their Work	2.9
Development Opportunities	2.8
Agency Culture	2.6

Figure 3 is the average of all respondent rankings on a scale of 1–6.

Full NG HR Trends Report 2023.pdf (neogov.com)

Current Vacancies - as of Feb 2023

Department	# of Vacant FT positions
Construction Services	4
Planning	1
Parks, Recreation & Sports Tourism	10
Police Department -Sworn	57
Police Department - Civilian	24
Public Works	11
All Others	7
Total 10.9%	**114**

Based on 07/01/2022 Budget

Bureau of Labor Statistics

- South Carolina seasonally adjusted unemployment rate in December 2021 was 3.6%

- South Carolina seasonally adjusted unemployment rate in December 2022 is 3.3%

- A drop of 0.3% in an already tight labor market

LAUS Home : U.S. Bureau of Labor Statistics (bls.gov)

HR Top Priorities 2023 - Retention

Top Three Reasons for Employee Turnover in 2021 and 2022

Reason	Percentage
Higher Paying Job Opportunities	74%
Retirement	45%
Poor Management	32%
Changing Career Paths	25%
Limited Development Opportunities	22%
Lack of Work Flexibility	21%
Agency Culture	18%
Covid- related Decision	15%
Inefficient Operations	7%

Full NG HR Trends Report 2023.pdf (neogov.com)

HR Top Priorities 2023 - Retention

- According to SHRM (Strategic Human Resource Management) each employee departure costs about one third of that person's annual pay.

- Higher retention therefore requires less recruitment resources and saves money.

Full NG HR Trends Report 2023.pdf (neogov.com)

HR Top Priorities 2023 - Retention

- According to a NeoGov survey of municipalities and government employers:

  "Providing raises and bonuses will always impact retention, but in lieu of finding new ways to increase pay, improving agency culture is a practical and reliable way to reduce turnover."

Full NG HR Trends Report 2023.pdf (neogov.com)

Retention Rate – FY 2022

Employee Status	Retention %
Full Time	83.5%
Part Time	57.9%
Total	78.0%

Historical Full Time Retention Rates by FY
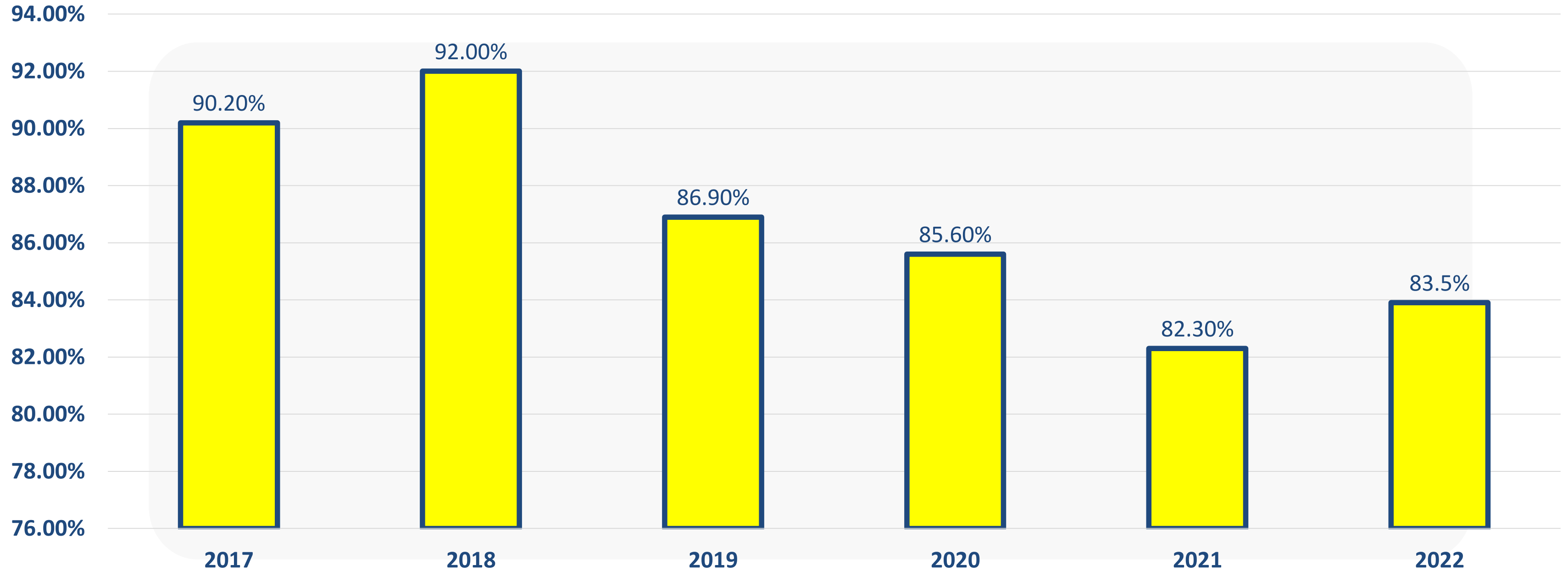
Full Time Turnover Rate FY 2022

Work Type	Employee Turnover
Full Time	144
Part Time	98

16.5%

Turnover Rate	Length Of Service
29.0%	<1
37.2%	1-5
15.2%	6-10
5.5%	11-15
3.5%	16-20
6.3%	21-25
2.1%	26-30
0.4%	31-35
0.0%	36-40
0.0%	40+

Retention – Turnover Rates FY 2022

By Employee Type
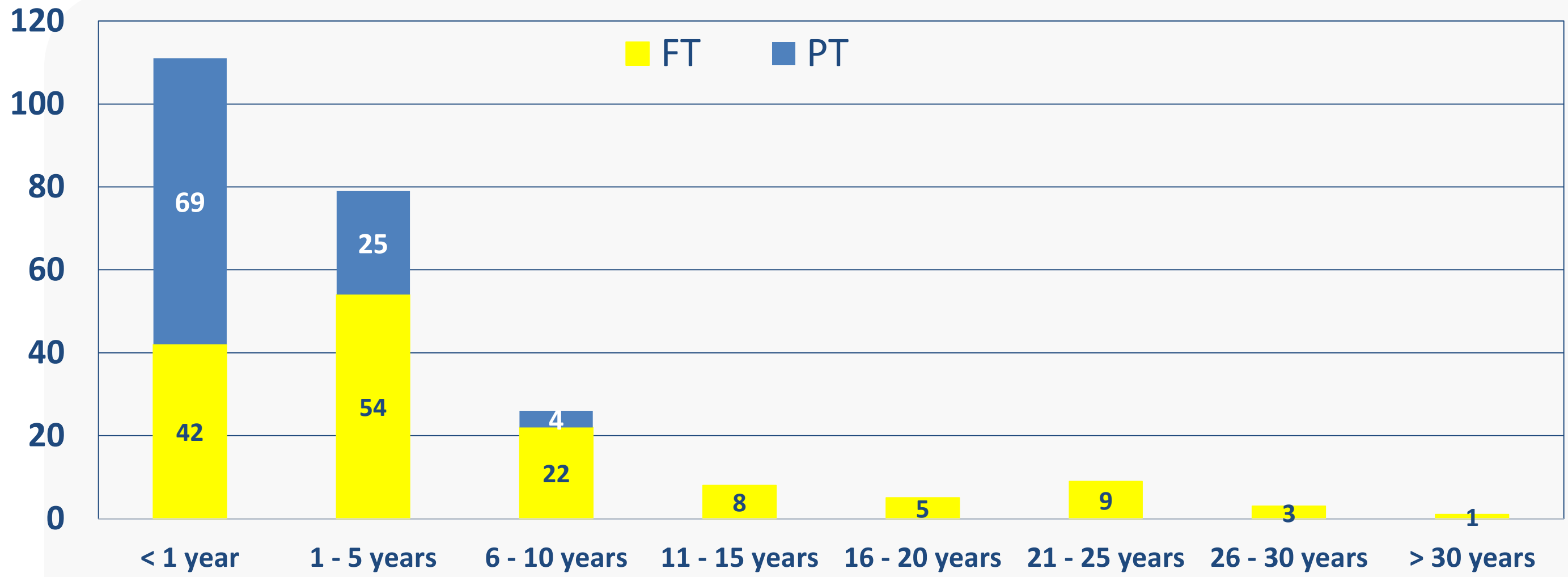
Top Priorities 2023 – Recruitment and Retention

Arbinger Institute - "Developing and Implementing an Outward Mindset"

Behavior
- Our behaviors drive results
- Our mindset drive our behaviors
- What we do collectively as an organization determines the results that we achieve together
- Efforts to change behavior is limited by the ability to change what drives and motivates behavior

Mindset
- How we see challenges, opportunities, others and ourselves
- Focusing on changing mindset in addition to changing behaviors creates a level of energy and collaboration that enables us to achieve our desired results more easily and quickly than focusing on behaviors alone

Top Priorities 2023 – Recruitment and Retention

Arbinger Institute - "Developing and Implementing an Outward Mindset"

Inward Mindset
- We elevate our own best interest above others.

Outward Mindset
- Everything we do is intended to enable others to be more successful.

Human Resources Initiatives for 2023/2024

- Communicate and support remote work option in departments where the employee and position are suitable
- Expand flexible work schedules in departments where the employee and positions are suitable for the option
- Expand the use of the new online learning platform (NeoGov Learn)
- Implement the new online performance management platform (NeoGov Perform)
- Begin conducting "stay interviews" with all new hires
- Begin training on the Arbinger Institute "Developing and Implementing an Outward Mindset" program with organizational leaders and staff

Human Resources Initiatives for 2023/2024

- Expand and enhance our recruitment efforts to include:
  - The addition of two dedicated recruiters on the human resources team
  - Advertise positions on CIRCA which includes a number diversity specific websites
- Improved outreach methods through:
  - Presence at college and university career fairs
  - Participation in high school career days
  - Advertisements placed on an increased number of professional platforms
  - Increased community presence
- Standardize and streamline the recruitment process (NeoGov Insight, OHC and Onboard)
  - Standardized participation on interview panels throughout the City
  - Timely responses to candidates and hiring managers
  - Implementing pre-screening of candidates for hiring manager efficiency

Questions?