

# 2019 WORKFORCE DEMOGRAPHICS & TURNOVER REPORT

CITY OF CHULA VISTA



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## OVERVIEW

Demographics are the personal and professional characteristics of an organization's workforce. This report aims to identify and recognize trends or changes in employee demographics that allow for more effective management of the the city's most valuable asset, its human resources.

The analyses presented on this serves as a planning tool for analyzing the City's workforce and developing action plans to address workforce changes to meet the challenge of attracting, developing, and retaining a sufficient and skilled workforce that will be competent to improve or continue service levels.

## SCOPE

In order to consistently report information and to provide an accurate representation of the City's workforce demographics over a range of reporting periods, the data presented are based on the following assumptions:

- This report provides a snapshot of the City's demographics at a given date. Previous reports reflect the composition of the City of Chula Vista's workforce at the end of calendar year. This report therefore captures demographics and turnover data as of December 31, 2019. Where appropriate, some metrics show data that encompass a five-year period to identify trends. Sections of this report include relevant metrics, trends and commentary.
- This report provides general descriptive statistics of the City's workforce with a primary focus on permanent benefited employees and appointed/elected officials, excluding hourly and non-benefited employees.

## DATA COLLECTED

The workforce demographics section of this report provides general descriptive statistics where employees in filled positions as of December 31, 2019 were counted based on:

- Gender
- Age
- Race
- Job category
- Length of service

# OVERVIEW SCOPE DATA COLLECTED

To draw substantial analyses, statistics bearing a combination of these demographic descriptors were included: age and gender; gender and race; job category and gender; and race and job category.

Relevant information such as birth, benefited, and separation dates were obtained from employees' information recorded in Munis, the City's human resources information system. Job category descriptions were based on Equal Employment Opportunity Commission (EEOC) definitions.

The reasons for separations presented in this report were based on the U.S. Bureau of Labor Statistic's Job Opening and Labor Turnover (JOLTS) definitions.

Employees are counted by "headcount," where each person counts as one employee, regardless of their full-time equivalent (FTE) status.

Employees are reported in the department in which they worked at the end of the calendar year or before they were separated from employment.

The employee turnover section provides the reasons cited by employees for leaving the organization. This report primarily focuses on total separations, further viewing both voluntary and involuntary separations types and demographics of separating employees.

The projected retirement section provides projected retirements calculated as the number of employees that will potentially attain normal-age retirement (50 years old) and the longevity (five years) in the next five years, further broken down into departments and position classifications that yield retirement vulnerability in the next five years.

Finally, the key metrics section provides snapshots of each city department's demographic characteristics as of the end of the calendar year.



SUMMARY OF FINDINGS

TOTAL WORKFORCE



The City's total workforce as of December 31, 2019 was 969 with an average headcount of 968.

This is the highest number of employees and the greatest average headcount in the last five years.

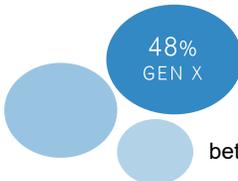
DEMOGRAPHICS

GENDER

Males continue to dominate the workforce. The numbers of males surpassed the number of females by more than 100%.



AGE



48% of the workforce was Generation Xers, aged 39-54 by end of 2019 and born between 1965 - 1980.

The median age in 2019 was 44 years, the lowest median recorded in five years.



The youngest employee in 2019 was 21 years old; the most senior was 72 years old.

RACE

Caucasians and Hispanics remain to be the dominant races. Collectively, these groups composed 79% of the workforce.



JOB CATEGORY

Protective services continue to have the most number of employees. In 2019, 38% of the workforce perform protective service work.

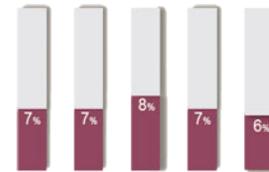


LENGTH OF SERVICE

The median length of service is 12 years. 39% have one to ten years of service. The longest tenured employee in 2019 has 43 years of service.

TURNOVER

Employee turnover rate based on 61 separations was 6%, the lowest recorded in the last five years. Service retirement remains the number one reason for separation.



PROJECTED RETIREMENTS



There were 265 employees or 27% of the workforce eligible to retire at the end of 2019. 472 employees will reach retirement eligibility by 2024 based on reaching the normal age of service retirement (50 years) and minimum five years of service.

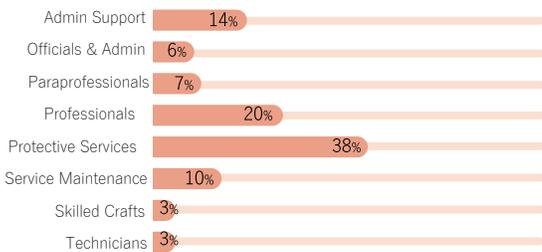
# CITY OF CHULA VISTA WORKFORCE AT-A-GLANCE

HEADCOUNT AS OF  
31 DEC 2019  
**969**

TURNOVER  
RATE  
**6%**

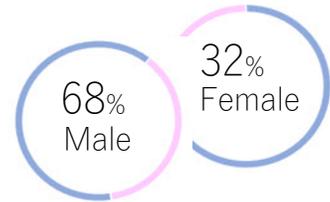
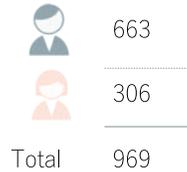
RETENTION  
RATE  
**94%**

## JOB CATEGORY

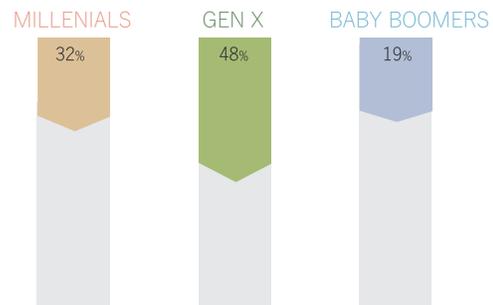


ADMINISTRATIVE SUPPORT	133	14%
OFFICIALS & ADMINISTRATORS	54	6%
PARAPROFESSIONALS	68	7%
PROFESSIONALS	198	20%
PROTECTIVE SERVICES	364	38%
SERVICE MAINTENANCE	96	10%
SKILLED CRAFTS	25	3%
TECHNICIANS	31	3%
TOTAL	969	100%

## GENDER



## AGE



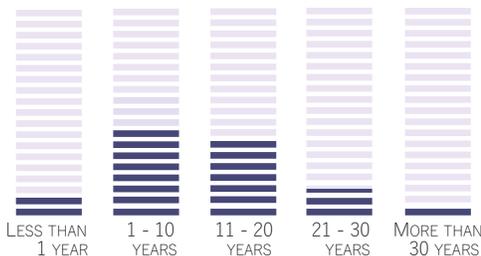
MILLENNIALS	19 - 38 YRS OLD	312	32.20%
GENERATION X	39 - 54 YRS OLD	469	48.40%
BABY BOOMERS	55 - 73 YRS OLD	188	19.40%
TOTAL		969	100.00%

MEDIAN AGE  
44

YOUNGEST  
21 years old

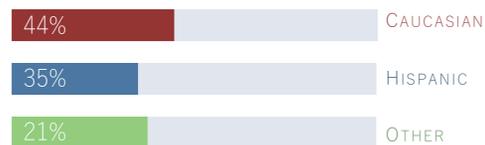
OLDEST  
72 years old

## LENGTH OF SERVICE



LESS THAN 1 YEAR	93	10%	■ AVERAGE TENURE: 11 YEARS
1 - 10 YEARS	250	39%	■ MEDIAN TENURE: 12 YEARS
11 - 20 YEARS	251	37%	
21 - 30 YEARS	95	13%	
MORE THAN 30 YEARS	11	1%	
TOTAL	969	100%	

## RACE



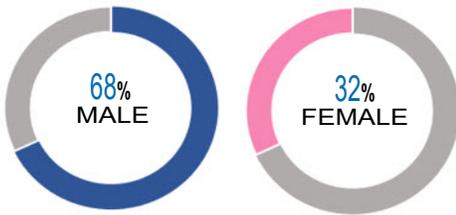
CAUCASIAN	430	44%
HISPANIC	343	35%
ASIAN	75	8%
TWO OR MORE RACES	67	7%
AFRICAN AMERICAN	45	5%
AMERICAN INDIAN	8	1%
TOTAL	969	100%

WORKFORCE BY GENDER

Employees by gender are the number of employees as viewed by either female or male gender categories identified from employee personnel records.

In 2019, the gender composition was 663 males and 306 females.

Males comprised 68% of the workforce and females 32%.



	# of Employees	Percentage of Workforce
	663	68%
	306	32%

Statistics show an increasing trend in the number of males. There were 618 males in 2015 and 663 in 2019. During this five-year period, the number of males increased by 7%.

There was a slight decrease in the number of females in 2016 and 2017, however in 2019, statistics show a 4% increase in the number of females from the 2015 figure.

GENDER COMPOSITION | 2015-2019

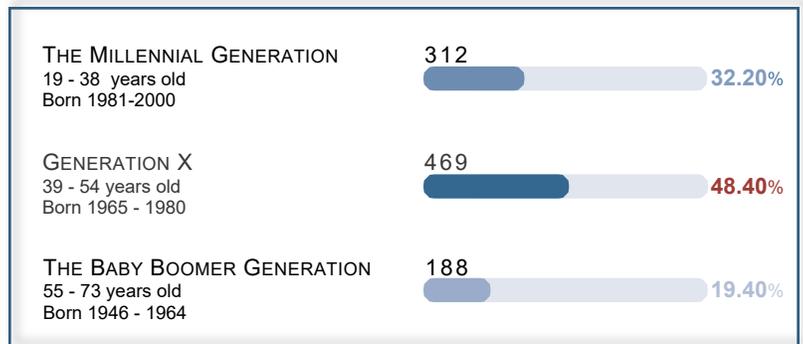
	2015	2016	2017	2018	2019
	618	626 ↑	630 ↑	643 ↑	663
	293	290 ↓	285 ↓	294 ↑	306
Percentage Difference	111%	116%	121%	119%	117%

*The number of males has historically been significantly higher, surpassing the number of females by more than 100% during a five-year reporting period (2015-2019).*

### WORKFORCE BY AGE

The City workforce encompasses three generations. For the purpose of this report, a generation may be viewed as a group of contemporaries, considered as a cohort and tend to have shared interests and work perspectives.

The three generations, the age range and the number of employees in each generation are shown below:



Generation X (39 - 54 years) was the dominant generation of the workforce. In 2019, demographic data by age shows that 469 or 48% of the workforce belong to this generation, followed by employees in the millennial generation (19 - 38 years). Employees in the the baby boomer generation (55-73 years) represent the least number of employees based on age.



The youngest employee in 2019 was 21 years old.

The most senior employee was 72 years old.

### MEDIAN AND MEAN AGE

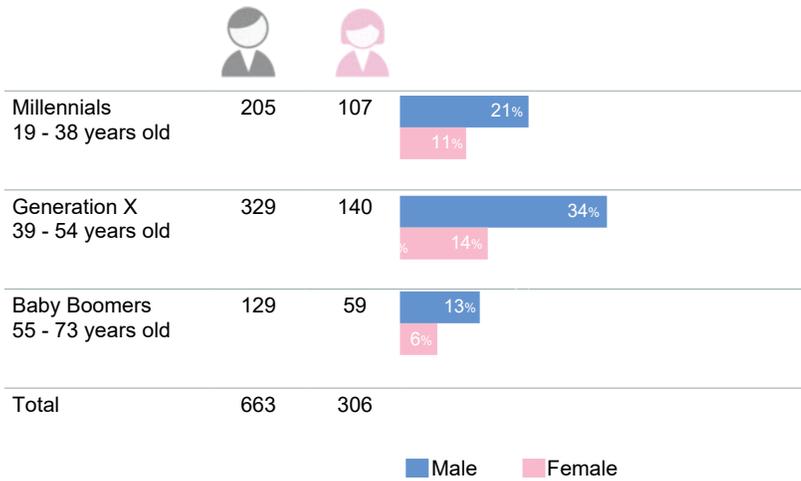


**44** MEAN & MEDIAN AGE

The median age is the age at the midpoint of the workforce – half of the employees are older than the median age and half are younger. The median age describes the “age” of a population.

The City’s median age has consistently been 45 years since 2012. In 2019, the median age decreased to a new low of 44 years as the proportion of the workforce at younger ages increased.

WORKFORCE BY AGE AND GENDER



Based on age and gender, data shows that in 2019 the city employed males between 39-54 years old (Generation X), roughly one-third of the workforce. Males dominate females in all age categories. In both genders, Generation X is most dominant age group with 329 males and 140 females within this age bracket. There appears to be more younger men than women. Within millennials (19-38 years old), the males surpass the number of females by 92%, with 205 male millennials compared to 107 female millennials.

MEAN AND MEDIAN AGE BY DEPARTMENT

The mean and median age of employees in most departments were in Generation X (39-54 years old) group.

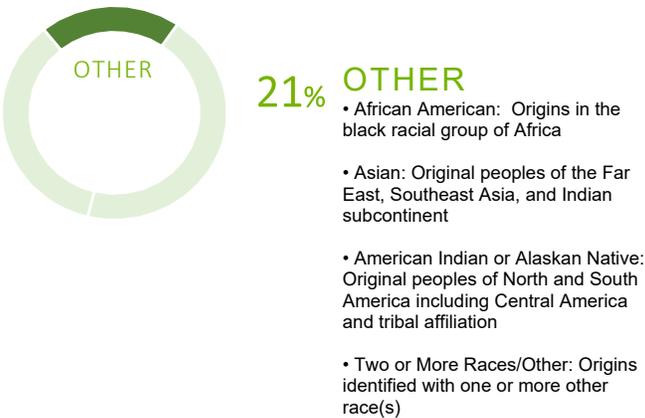
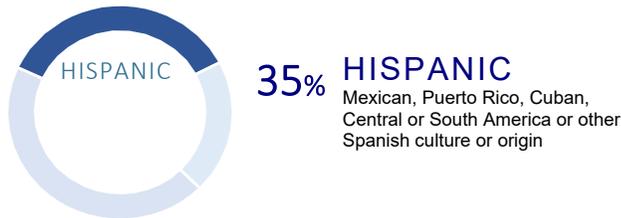
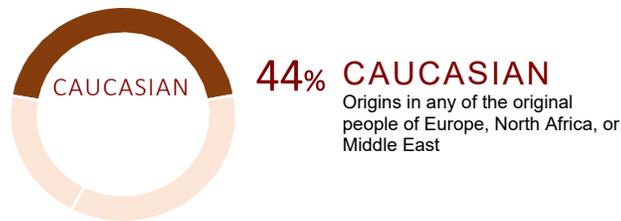
The **City Clerk's Office** has the youngest employees with a mean age of 39 and median age of 38, followed by the **Police Department** whose mean and median ages were 40 years.

The most senior employees were in the **Administration** (mean age of 52 and median age of 57). The mean and median age for **Information Technology** and **Mayor & Council** were within Generation X age group. The mean age for Information Technology was 52 years and 50 years for Mayor & Council. The median age for both departments was 51.

The youngest employees (21 years old) were employed in the Fire and Police Departments, while the most senior employee (72 years old) was in the Information Technology Department.

Department	# of EEs	Mean Age	Median Age	Youngest	Oldest
Administration	8	52	57	30	63
Animal Care	22	46	49	22	65
City Attorney	15	49	51	27	62
City Clerk	6	39	38	29	52
Community Services	74	46	47	25	67
Development Services	69	48	48	26	67
Economic Development	19	46	45	27	63
Engineering and Capital Projects	51	49	52	30	66
Finance	26	43	47	23	60
Fire	147	42	42	21	66
HIDTA	31	43	41	25	66
Human Resources	17	42	41	26	56
Information Technology	15	52	51	38	72
Mayor & Council	12	50	51	28	71
Police	334	40	40	21	67
Public Works	123	48	51	23	71
<b>Total</b>	<b>969</b>				

WORKFORCE BY RACE



Race, as well as gender are demographic data self-reported by each employee. Employees by race are the number of employees as viewed by one of the six categories listed below:

Race	# of Employees	%
Caucasian	430	44%
Hispanic	343	35%
Other	196	21%
Asian	76	8%
Two or more races	67	7%
African American	45	5%
American Indian	8	1%
<b>TOTAL</b>	<b>969</b>	<b>100%</b>

WORKFORCE BY RACE AND GENDER

Historically, the City's racial composition was predominantly Caucasian and Hispanic. In 2019, these two groups comprised 79% of the workforce (44% Caucasian and 35% Hispanic). Collectively, the other racial groups (African American, Asian, American Indian, and Two or More Races) comprised of 21% of the workforce.

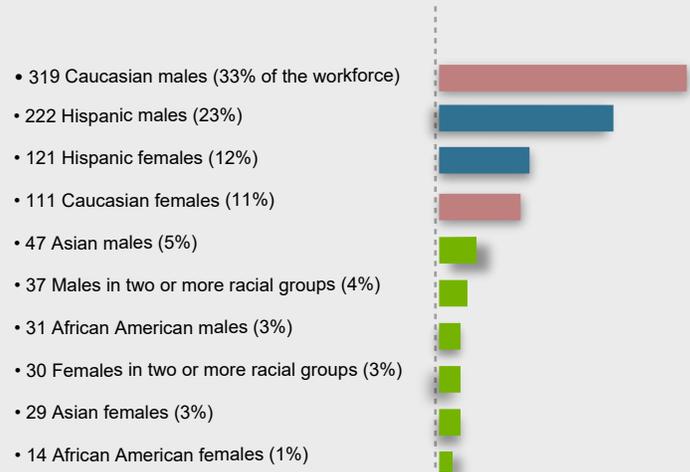
Racial composition in the last three years is shown below:

	<u>2017</u>	<u>2018</u>	<u>2019</u>
Caucasian	428	423	430
Hispanic	306	319	343
Other	181	195	196
Total	915	937	969

There was no significant increase or decrease in the number of Caucasians in the last three years. The number of Hispanics, however shows a growing trend as the number increased from 306 in 2017 and 319 in 2018 and to 343 in 2019. There was a 12% increase in the number of Hispanics in 2017 to 2019. The number of employees in other races increased by 8% from 181 in 2017 to 196 in 2019.

			Total
Caucasian	319	111	430
Hispanic	222	121	343
Asian	47	29	76
Two or more races	37	30	67
African Amer	31	14	45
American Indian	7	1	8
Total	663	306	969

Data findings yield that there were more males in all race categories than females. In 2019, based on race and gender, the workforce consisted of:



WORKFORCE BY JOB CATEGORY

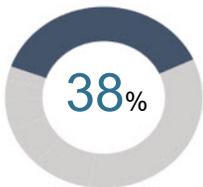
Employees by Equal Employment Opportunity (EEO) job category are the number of employees as viewed within job groupings using EEO definitions assigned to each position's title. EEO job categories are defined by federal agencies and are used to identify job positions in broad descriptors based on scope of work and duties. This provides a view of the level of responsibility, knowledge and skills integral to the organization's mission, and is also used for periodic federal and state reporting.

As in previous years, Protective Services remains to be the category with the most number of employees at 364 or 38% of the workforce.

198 or 20% of the workforce are in the Professionals group. Skilled crafts has the least number of employees at 25 employees or 3% of the workforce.

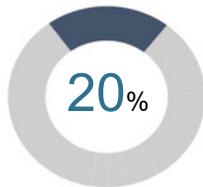
Job Category	# of Employees	%
Protective Services	364	38%
Professionals	198	20%
Administrative Support	133	14%
Service Maintenance	96	10%
Paraprofessionals	68	7%
Officials and Administrators	54	6%
Technicians	31	3%
Skilled Crafts	25	3%
<b>Total</b>	<b>969</b>	<b>100%</b>

PROTECTIVE SERVICES



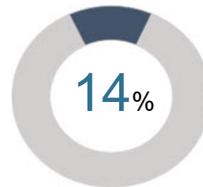
Occupations in which workers are entrusted with public safety, security and protection from destructive forces.

PROFESSIONALS



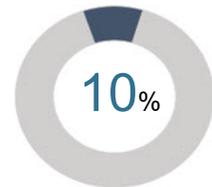
Occupations in which workers are required specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

ADMINISTRATIVE SUPPORT



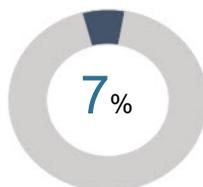
Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

SERVICE MAINTENANCE



Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.

PARAPROFESSIONALS



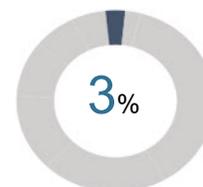
Occupations in which workers perform some of the duties of a professional in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.

OFFICIALS & ADMINISTRATORS



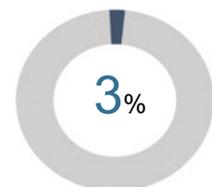
Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.

TECHNICIANS



Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

SKILLED CRAFTS



Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

WORKFORCE BY JOB CATEGORY AND GENDER

			Total
Protective Services	320	44	364
Professionals	113	85	198
Administrative Support	33	100	133
Service Maintenance	91	5	96
Paraprofessionals	26	42	68
Officials/Administrators	31	23	54
Technicians	24	7	31
Skilled Crafts	25	0	25
<b>Total</b>	<b>663</b>	<b>306</b>	<b>969</b>

Based on job category and gender, data shows that in 2019:

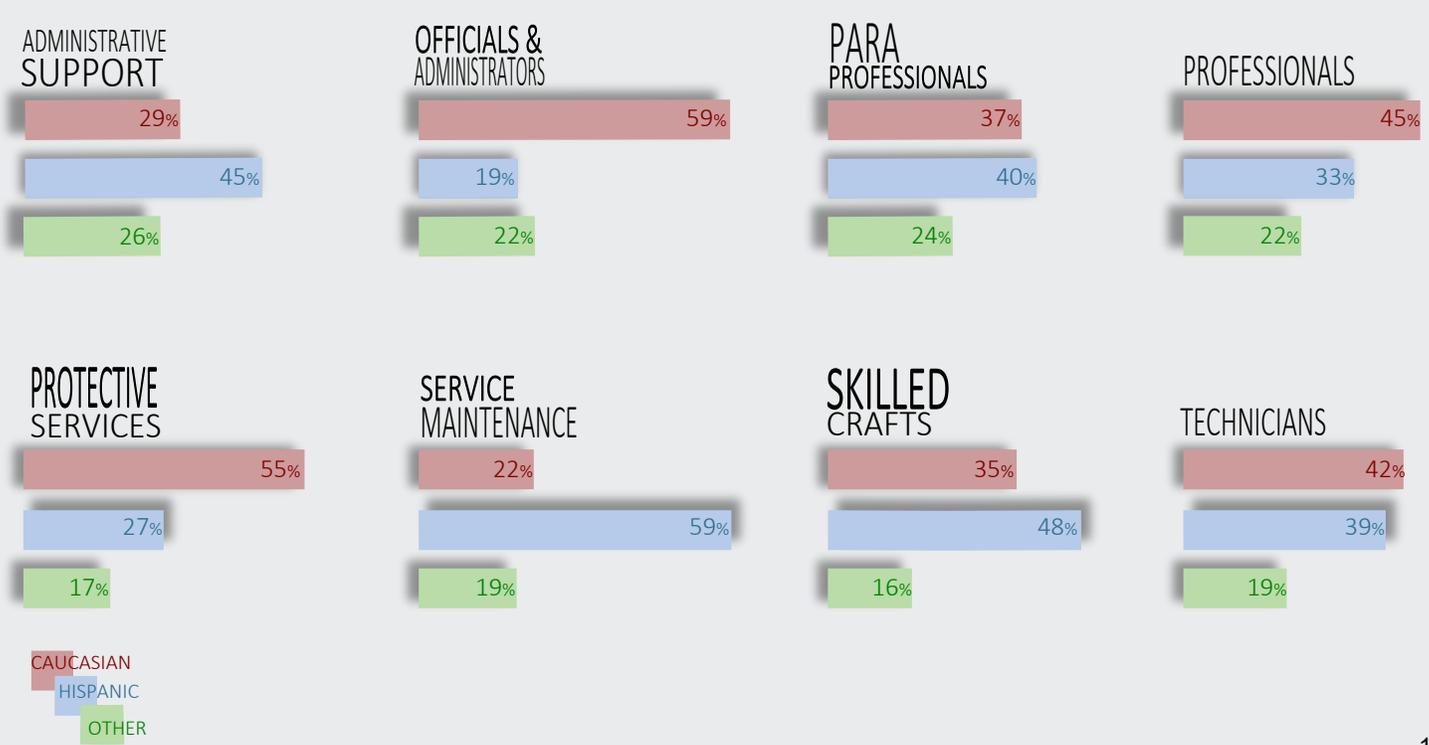
- males dominated in all job categories except in the administrative support and paraprofessional occupations.
- the more prominent variances between males and females were in the protective services, skilled crafts, and service maintenance occupations. There were 151% more men than women in protective services and 179% more men than women in service maintenance. There were no female employed in skilled crafts occupations.
- key positions (officials and administrators) were composed of 57% males and 43% females.
- there was an increasing trend in the number of women in protective services. Findings show that the number of females in protective services increased by 26% (from 35 in 2017 to 44 in 2019).

	2017	2018	2019
# of Females in Protective Services	35	40	<b>44*</b>
* Police: 41 / Fire: 3			

WORKFORCE BY JOB CATEGORY AND RACE

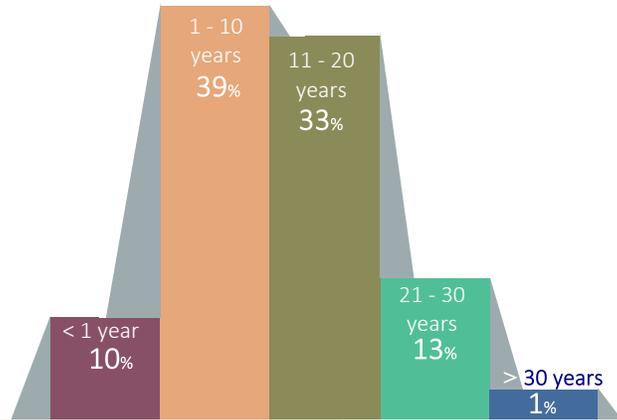
The workforce by job category is further analyzed by race. Data yields that Caucasian has the greatest number of employees in the Officials and Administrators, Professionals, Protective Services, and Technicians job categories. Hispanics lead in Administrative Support, Paraprofessionals, Skilled Crafts and Service Maintenance categories. Within Protective Services and Officials and Administrators, more than 50% of its employees are Caucasians. There were no instances when employees in the Asian, African American, Two or more races, and American Indian racial categories were more than Caucasians and Hispanics in all job categories.

JOB CATEGORY	CAUC	HISP	ASIAN	AFR AMER	2 OR MORE RACES	AMER INDIAN
ADMINISTRATIVE SUPPORT	39	60	12	10	11	1
OFFICIALS & ADMINISTRATORS	32	10	3	5	3	1
PARAPROFESSIONALS	25	27	7	3	6	0
PROFESSIONALS	89	65	28	4	11	1
PROTECTIVE SERVICES	202	100	19	15	24	4
SERVICE MAINTENANCE	21	57	1	6	10	1
SKILLED CRAFTS	9	12	2	2	0	0
TECHNICIANS	13	12	4	0	2	0



WORKFORCE BY LENGTH OF SERVICE

	# of Employees	%
Less than one year	93	10%
<b>One - ten years</b>	<b>330</b>	<b>39%</b>
11 - 20 years	354	37%
21 - 30 years	128	13%
More than 30 years	14	1%
<b>Total</b>	<b>969</b>	<b>100%</b>



Employees by years of service, also referred to as longevity, are the number of employees viewed within five groups (less than one year; one to ten years; 11-20 years; 21-30 years; and more than 30 years) defining the years of work an employee accumulated, as reported in employees' personnel records. In most instances, longevity was calculated based on hire date. There were very few occurrences when employees were hired as unclassified/hourly before their transition to permanent/benefited status. Calculation of longevity for these individuals was based on benefited date as opposed to hire date.

In 2019, the greatest number of employees (330) and percentage (39%) of had one to ten years of service. This represents employees hired in 2009 to 2019.

Data yielding 93 employees having less than 1 year of service corresponds to the number of hires that happened in 2019. As would be expected, percentage of workforce drops as longevity increases. In 2019, there were 14 employees whose longevity was more than 30 years of service.

The median longevity is 12 years, unchanged in the last five years.



The average longevity was 12 years from 2014-2018 and decreased to 11 years in 2019. The longest-tenured employee was hired in 1976, employed as of December 2019 and has 43 years of service.

# EMPLOYEE TURNOVER

This section of this report provides information on employee turnover and the reasons cited by employees for leaving the organization. This report will primarily focus on total separations, further viewing both voluntary and involuntary separations types and demographics of separating employees.

## SCOPE

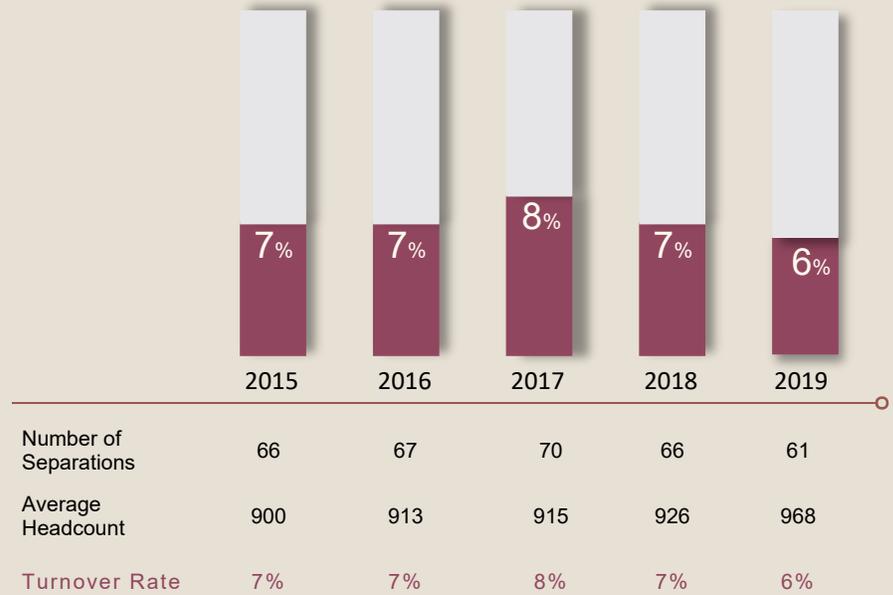
The scope of data collected included permanent/benefited employees during calendar year 2019, and does not include turnover data among unclassified/hourly employees. Turnover, as presented throughout this report, does not include transfers by employees from one department to another.

## METHODOLOGY

Employee turnover rate is the percentage of permanent/benefited employees, who voluntarily or involuntarily separate from the City's employ. In most instances, reasons for separation were self-reported by separating employees during the exit interviews, and subsequently recorded in Munis.



EMPLOYEE TURNOVER RATES | 2015 - 2019



**Number of Separations**

Separations are defined for this report as the total number of permanent/benefited employees who separated from the City's employ either through voluntary, involuntary, or other reasons and whose employment records indicated a termination date between January 1 and December 31, 2019.

There were no remarkable increase or decrease in the number of separations reported in 2015 to 2019. During this five-year period, the most number of separations happened in 2017 (70 reported separations). The number of separations show a declining trend from 2017 to 2019. The least number of separations from 2017-2019 occurred in 2019 (61 separations), a 13% decrease from 70 separations in 2017.

**Average Headcount**

Average headcount refers to the average number of permanent/benefited employees as of January 1, 2019 and December 31, 2019.

In the last five calendar years, data shows an increasing trend in the average headcount. There were slight increases between calendar years, the most insignificant was the increase from 2016 to 2017. The most significant increase in the number of headcount occurred in 2019 when a 4% increase was recorded from 926 average headcount in 2018 to 968 in 2019. During a five-year period, the City's average headcount increased by 7.5% from 2015.

**Employee Turnover Rate**

Employee turnover rate expressed as a percentage, is defined as the number of separations divided by the average number of employees during a particular measurement period.

$$\text{Turnover} = \frac{\text{Number of Separations}}{\text{Average Headcount}}$$

Measurement period refers to calendar year 2019.

Data findings reveal that turnover rates remained unchanged from 2015-2016 at 7% and increased in 2017 as the number of separations and average headcount increased. In 2015-2017, there appears to be a congruent relationship between the number of separations and average headcount, i.e. as the number of headcount increased so was the number of separations.

Turnover rate declined in 2018 (7%) and in 2019, the City experienced the lowest turnover rate at 6%, with 2019 having the least number of separations but the highest average headcount in the five-year reporting period.

## WHY EMPLOYEES LEAVE



There are various reasons why an employee may separate employment. This report's primary emphasis is to display total separations, further viewing both voluntary, involuntary and other separation reasons. The data does not include transfers by employees from one department to another.

The reasons for separations presented in this report are based on the U.S. Bureau of Labor Statistic's Job Opening and Labor Turnover (JOLTS) definitions. JOLTS defines and categorizes separations as:

### Voluntary Separations or Quits

Voluntary separations or quits are separations initiated by employee such as:

- Prospect of a better future or salary
- Relocation
- Working conditions undesirable
- Resignation (left without reason provided)

### Involuntary Separations

Separations initiated by the employer including:

- Layoff
- Firing or other discharge for cause
- Failing probation

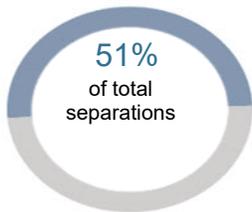
### Other Separations

Separations for which the employee and the employer have no control of:

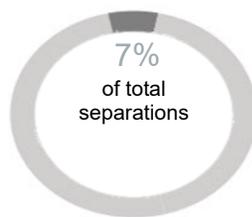
- Death
- Service or disability retirement

2019 SEPARATIONS

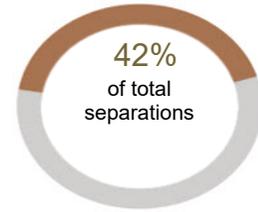
Voluntary Separations or Quits



Involuntary Separations



Other Separations



VOLUNTARY SEPARATIONS			INVOLUNTARY SEPARATIONS			OTHER SEPARATIONS		
		% to Total Separations			% to Total Separations			% to Total Separations
Better Future	13	21%	Separated	2	3%	Retirement	26	42%
Resigned	10	16%	Failed Probation	1	2%	Death	0	0%
Relocation	4	7%	Expired employment	1	2%	Total Other Separations	26	42%
Higher Salary	4	7%	Civil Service Ruling	0	0%			
Hours/Days Undesirable	0	0%	Layoff	0	0%			
Total Voluntary Separations	31	51%	Total Involuntary Separations	4	7%			

In 2019, the top three reasons reported in exit interviews for leaving employment were:

1. Retirement
2. Prospect of a better future
3. Resignation (no reason provided)

Retirement, both service and disability as in previous years, remains the top reason for separation.

Collectively, voluntary separations account for 51% of total separations. The least number of employees were separated because of involuntary reasons (separated, failed probation and expired employment).

Of the 61 separations in 2019, there were no separations recorded because of undesirable working conditions (hours/days undesirable), termination for cause (Civil Service ruling), layoff and death.

TURNOVER BY GENDER

In 2019, data reveals more men leaving the organization than women. 61% of the 61 total separations were males while 39% of leavers were women. The percentage of separations for males and females was generally proportionate to the percentage of males and females in the workforce.

While it appears that there were more males separating than females, the turnover rate among females (8%) was higher than males (6%).

	# of Separations	Average Headcount	Turnover Rate	% of Total Separations
	37	653	6%	61%
	24	300	8%	39%
<b>Total</b>	<b>61</b>			

**Reasons for Separation Among Males and Females**

				
Voluntary	Better Future	6	7	<div style="display: flex; justify-content: space-between; width: 100px;"><div style="width: 60%;"></div><div style="width: 40%;"></div></div>
	Higher Salary	2	2	<div style="display: flex; justify-content: space-between; width: 100px;"><div style="width: 20%;"></div><div style="width: 20%;"></div></div>
	Relocation	4	0	<div style="display: flex; justify-content: space-between; width: 100px;"><div style="width: 40%;"></div><div style="width: 0%;"></div></div>
	Resigned	7	3	<div style="display: flex; justify-content: space-between; width: 100px;"><div style="width: 70%;"></div><div style="width: 30%;"></div></div>
	<b>Total Voluntary</b>	<b>19</b>	<b>12</b>	
Involuntary	Separated	1	1	<div style="display: flex; justify-content: space-between; width: 100px;"><div style="width: 10%;"></div><div style="width: 10%;"></div></div>
	Expired Employment	1	0	<div style="display: flex; justify-content: space-between; width: 100px;"><div style="width: 10%;"></div><div style="width: 0%;"></div></div>
	Failed Probation	0	1	<div style="display: flex; justify-content: space-between; width: 100px;"><div style="width: 0%;"></div><div style="width: 10%;"></div></div>
	<b>Total Involuntary</b>	<b>2</b>	<b>2</b>	
Other	Retirement	16	10	<div style="display: flex; justify-content: space-between; width: 100px;"><div style="width: 60%;"></div><div style="width: 40%;"></div></div>
	Death	0	0	
	<b>Total Other</b>	<b>16</b>	<b>10</b>	
<b>Total Separations by gender</b>		<b>37</b>	<b>24</b>	

Retirement is the top reason for separation among males and females.

The top three reasons of separations by gender were identical:

Male	Female
1. Retirement	1. Retirement
2. Better future	2. Better future
3. Resigned	3. Resigned

Between males, 51% of separations were due to voluntary reasons, 43% for other reason (retirements); and 5% for involuntary reasons.

Between females, 50% of separations were due to voluntary reasons; 42% for other reason (retirement); and 8% for involuntary reasons.

All separations reported in 2019 because of relocation were 100% males.

 TURNOVER BY AGE

	# of Separations	Average Headcount	Turnover Rate	% of Total Separations
MILLENNIALS 19 - 38 years old	16	301	5%	26%
GENERATION X 39 - 54 years old	30	468	6%	49%
BABY BOOMERS 55 - 73 years old	15	188	8%	25%
<b>Total</b>	<b>61</b>			

The highest percentage of separations reported in 2019 was within employees in Generation X (39-54 years old) which accounted for almost 50% of separation, followed by employees in the Millennial (19-38 years old) generation.

The least turnover was in the Baby Boomer (55-73 years old) group. It appears that this generation had the highest turnover rate at 8% but should be noted that the number of separations against the minimal average headcount resulted in a high turnover rate.

Reasons for Separation by Age Group

		Millenials	Gen X	Baby Boomers	TOTAL
Voluntary	Better Future	6	7	0	13
	Higher Salary	2	2	0	4
	Relocation	1	3	0	4
	Resigned	4	4	2	10
	<b>Total Voluntary</b>	<b>13</b>	<b>16</b>	<b>2</b>	<b>31</b>
Involuntary	Separated	0	2	0	2
	Expired Employment	1	0	0	1
	Failed Probation	1	0	0	1
	<b>Total Involuntary</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>4</b>
Other	Retirement	1	12	13	26
	Death	0	0	0	0
	<b>Total Other</b>	<b>1</b>	<b>12</b>	<b>13</b>	<b>26</b>
<b>Total Separations by Age</b>		<b>16</b>	<b>30</b>	<b>15</b>	<b>61</b>

Millennial and Generation X leavers registered higher in voluntary separations than in involuntary and other separation reasons. The prospect of better future and higher salary appeared enticing among Millennials and Generation X'ers as 17 of the 46 separations were due to these reasons.

Retirement was the top reason for separation among Generation X and Baby Boomers.

Among Baby Boomers, there were no separations reported for involuntary reasons (separated, expired employment, and failed probation) and the number of voluntary separations was minimal (two resignations).


**TURNOVER BY RACE**

	# of Separations	Average Headcount	Turnover Rate	% of Total Separations
American Indian	1	8	13%	2%
Asian	8	71	11%	13%
Caucasian	32	427	8%	52%
Hispanic	16	331	5%	26%
Other	3	73	4%	5%
African American	1	43	2%	2%
<b>Total</b>	<b>61</b>			

Of the 61 separations in 2019, 32 or 52% were Caucasians, followed by Hispanics with reported separations of 16 or 26% of total separations.

Separations within the American Indian and Asian groups yielded more than 10% turnover rate (13% for American Indian and 8% for Asians). American Indian and African American have the least number of separations (one for each race) however, considering the average headcount, it appeared that turnover within the American Indian group was higher than the African American group.

**Reasons for Separation by Race**

Retirement was the number one reason for separation across all racial categories except Asians. Employees in the American Indian and African American groups separated employment because of retirement only.

Seventeen of the 32 Caucasians left for voluntary reasons; seven indicated leaving the City for better future and six have resigned. For Hispanics, eight of the sixteen separations were due to voluntary reasons. Three left for higher salary, three have resigned and one each for better future and relocation.

Three of the four employees who relocated were Caucasians. Thirteen of the 26 reported retirements were also Caucasians. Three of the four employees who left for higher salary were Hispanics. Asian's top reason for leaving was better future.

		American Indian	African American	Asian	Caucasian	Hispanic	Other Race
Voluntary	Better Future	–	–	4	7	1	1
	Higher Salary	–	–	–	1	3	–
	Relocation	–	–	–	3	1	–
	Resigned	–	–	1	6	3	–
<b>Total Voluntary</b>		<b>0</b>	<b>0</b>	<b>5</b>	<b>17</b>	<b>8</b>	<b>1</b>
Involuntary	Separated	–	–	–	1	1	–
	Expired Employment	–	–	–	–	1	–
	Failed Probation	–	–	–	1	–	–
<b>Total Involuntary</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>
Other	Retirement	1	1	3	13	6	2
	Death	–	–	–	–	–	–
<b>Total Other</b>		<b>1</b>	<b>1</b>	<b>3</b>	<b>13</b>	<b>6</b>	<b>2</b>
<b>Total Separations by Race</b>		<b>1</b>	<b>1</b>	<b>8</b>	<b>32</b>	<b>16</b>	<b>3</b>

 TURNOVER BY JOB CATEGORY

	# of Separations	Average Headcount	Turnover Rate	% of Total Separations
Administrative Support	13	124	11%	21%
Technicians	3	32	10%	5%
Skilled Crafts	3	25	12%	5%
Professionals	15	198	8%	25%
Paraprofessionals	4	67	6%	7%
Service Maintenance	5	93	5%	8%
Protective Services	17	363	5%	28%
Officials and Administrators	1	53	2%	2%
Total	61			

Protective Services had the highest number of separations in 2019. Data yields that there were 17 separations in this group which accounted for 28% of the 61 separations. Within this group, however the turnover rate was at 5%.

25% of separations in 2019 was in the Professional group where 15 employees were separated. With an average headcount of 198, the turnover for this group was 8%.

By turnover rate, Skilled Crafts had the highest turnover rate. 12% of its employees left in 2019, followed closely by employees in the Administrative Support with a turnover rate of 11%. Officials and Administrators had the lowest turnover rate with one reported separation.

Reasons for Separation by Job Category

Reasons for Separation	ADMIN SUPP	OFFICIALS	PARA PROF	PROF	PROT SVCS	SERVICE MAINT	SKILD CRFTS	TECH
Better Future	3	1	-	5	4	-	-	-
Higher Salary	1	-	-	3	-	-	-	-
Relocation	-	-	-	-	3	-	-	1
Resigned	1	-	1	5	-	1	1	1
<b>Total Voluntary</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>13</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>2</b>
Separated	1	-	-	-	1	-	-	-
Expired Employment	1	-	-	-	-	-	-	-
Failed Probation	1	-	-	-	-	-	-	-
<b>Total Involuntary</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
Retirement	5	-	3	2	9	4	2	1
Death	-	-	-	-	-	-	-	-
<b>Total Other</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>9</b>	<b>4</b>	<b>2</b>	<b>1</b>
<b>Total Separations</b>	<b>13</b>	<b>1</b>	<b>4</b>	<b>15</b>	<b>17</b>	<b>5</b>	<b>3</b>	<b>3</b>

Retirement was the number one reason for separation in most job categories (Administrative Support, Paraprofessional, Protective Services, Service Maintenance, Skilled Crafts, and Technicians).

Of the 13 departures for better future, five were within the Professional group. Within this group, there were more voluntary separations (13) than other separations (2).

Data yields that involuntary separations (separated, expired employment or failed probation) were reported in the Administrative Support and Protective Services categories. There were no involuntary separations in all other groups.


**TURNOVER BY LENGTH OF SERVICE**

The highest number of separations was within employees who had one to ten years of services. This accounted for 44% of the 61 reported separations in 2019.

There were 16 employees with 11-20 years of service who separated in 2019 which equates to 28% of separations. Turnover rate among employees with 11-20 years of service was at 5%.

Turnover rate for employees with 21-30 years of experience was at 7% and accounted for 16% of total separations.

	# of Separations	Average Headcount	Turnover Rate	% of Total Separations
Less than 1 year	5	93	5%	8%
1-10 years	27	392	7%	44%
11-20 years	16	343	5%	28%
21-30 years	11	149	7%	16%
More than 30	2	26	8%	3%
<b>Total</b>	<b>61</b>			

**Reasons for Separation by Length of Service**

	Less than 1 year	1 - 10 years	11 - 20 years	21 - 30 years	More than 30 years
Better Future	–	11	2	–	–
Higher Salary	–	4	–	–	–
Relocation	1	1	2	–	–
Resigned	2	8	–	–	–
<b>Total Voluntary</b>	<b>3</b>	<b>24</b>	<b>4</b>	<b>0</b>	<b>0</b>
Separated	–	–	1	1	–
Expired Employment	1	–	–	–	–
Failed Probation	1	–	–	–	–
<b>Total Involuntary</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
Retirement	–	3	11	10	2
Death	–	–	–	–	–
<b>Total Other</b>	<b>0</b>	<b>3</b>	<b>11</b>	<b>10</b>	<b>2</b>
<b>Total Separations</b>	<b>5</b>	<b>27</b>	<b>16</b>	<b>11</b>	<b>2</b>

The most number of leavers had one to ten years of service with discernable variance between voluntary and other separations. 11 of the 27 separations with one to ten years of service left for a better future. This accounts of 18% of total separations.

There were no involuntary departures for employees with one to ten years of experience and those with more than 30 years of experience.

There were no voluntary separations in employees with 21-30 years of service.

Retirement, as expected, was heavily clustered in employees who have 11-30 years of experience.

There were no voluntary nor involuntary separations for employees with more than 30 years of service as separations were due to retirement.

**VOLUNTARY VS. INVOLUNTARY TURNOVER**

Turnover costs time, money, and other resources. It may potentially be difficult to manage if the organization is not cognizant of the varied reasons why employees leave. Loss of employees, specifically those with particular knowledge and/or skill set affects an organization's performance.

Involuntary turnover is inevitable, unavoidable and faced by all organizations. In most instances, involuntary turnover does not negatively impact the organization as it allows for exit of poor performers or employees whose talents are easy to replace.

Voluntary turnover on one hand, may be avoidable and stems from causes that the organization may be able to influence or may have control of.

To reach a more valuable measure of turnover, it is worthwhile to review and compare involuntary and voluntary separation data. Additionally, it is valuable to isolate involuntary from voluntary turnover to measure the 'true' turnover rate.

The "true" turnover rate therefore in 2019 was 3% based on 31 voluntary separations. The total turnover rate in 2019 based on 61 voluntary, involuntary, and other separations was 6%.

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Total Separations	66	68	70	66	61
Average Headcount	900	913	915	926	968
Total Turnover based voluntary and involuntary (including other) separations	7%	7%	8%	7%	6%

<b>Voluntary Turnover</b>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Voluntary Separations	29	22	21	25	31
Average Headcount	900	913	915	926	968
<b>Turnover Rate based on Voluntary Turnover</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>	<b>3%</b>	<b>3%</b>

<b>Involuntary Turnover</b>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Involuntary Separations	8	6	4	10	4
Average Headcount	900	913	915	926	968
Turnover Rate based on Involuntary Turnover	1%	1%	0.44%	1%	0.41%

# PROJECTED RETIREMENT

Projected retirement is a view of the number of employees that will potentially attain normal-age retirement (50 years old) and the longevity (five years) in the next five years.

According to the U.S. Census Bureau, the Baby Boomer generation is the largest in the country and these employees will be leaving the workforce in significant numbers over the next 10-15 years. Undoubtedly, it will be a challenge to replace the knowledge, skills and expertise of seasoned employees, but it will also pose an opportunity to proactively develop current skills and heighten strategies to successfully recruit and retain a workforce with appropriate talents and expertise.

There are other methods to establish retirement eligibility. Age and service time criteria, retiring under disability rules, and potential for purchasing service time all make for unique decision making for each individual.

This report however, provides the most standard and most-often used calculation for simplicity. Of course, an employee's decision to retire is a combination of professional, personal and financial decisions.

As the workforce's baby boomer generation cycles through their expected retirement decision timelines, the departments can use this data to evaluate staffing needs in the future and also plan for a changing workforce.



PROJECTED NUMBER OF EMPLOYEES ELIGIBLE FOR RETIREMENT

	CALENDAR YEAR					
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Number of Employees Eligible to Retire	265	306	354	398	436	472



**27%**  
of the workforce was eligible to retire by the December 31, 2019

By the end of calendar year 2019, 265 employees have already met the eligibility for retirement. This accounts for 27% of the workforce as of December 31, 2019.

Another 41 employees will reach eligibility by 2020 (31%) and by 2024, 472 employees (48%) will reach retirement eligibility.

With the median age of the workforce being 44 years, 8% of the workforce 60 years or older, and an additional 23% of employees between 50-59 years old, the City must prepare for the challenges that will come in the next five years as the Baby Boomers exit the workforce.

Reviewing the data of service retirements 2015 to 2019, findings reveal that there were 205 reported retirements, average of 41 service retirements (excluding disability) in a five-year period. The average and mean longevity is 13 years.

Longevity	# of Service Retirements (2015 - 2019)	%
13 years or less	34	17%
14 - 20 years	53	26%
21 - 25 years	44	21%
More than 25 years	74	36%
<b>Total Service Retirements (2015 - 2019)</b>	<b>205</b>	<b>100%</b>



□ PROJECTED NUMBER OF EMPLOYEES ELIGIBLE FOR RETIREMENT BY DEPARTMENT

DEPARTMENT	NUMBER OF RETIREMENT AGED EMPLOYEES AS OF 12/31/2019	MEDIAN AGE	PROJECTED NUMBER OF EMPLOYEES ELIGIBLE FOR RETIREMENT				
			2020	2021	2022	2023	2024
ADMINISTRATION	5	57	5	5	6	6	6
ANIMAL CARE FACILITY	6	49	8	9	11	14	15
CITY ATTORNEY	9	51	9	9	9	9	10
CITY CLERK	1	38	1	1	2	2	2
COMMUNITY SERVICES	29	47	31	33	36	40	40
DEVELOPMENT SERVICES	28	48	31	33	33	39	42
ECONOMIC DEVELOPMENT	4	45	5	7	8	9	11
ENGINEERING	25	52	25	25	29	31	32
FINANCE	5	47	7	7	11	13	14
FIRE	31	42	37	44	50	52	60
HIDTA	5	41	7	11	12	13	13
HUMAN RESOURCES	3	41	3	4	4	5	6
INFORMATION TECHNOLOGY	8	51	9	10	10	11	13
MAYOR AND COUNCIL	3	51	3	6	7	8	8
POLICE	41	40	60	77	92	103	117
PUBLIC WORKS	61	51	65	73	78	81	83
<b>TOTAL</b>	<b>265</b>		<b>306</b>	<b>354</b>	<b>398</b>	<b>436</b>	<b>472</b>

Projections are cumulative and do not account for retirements that will occur each calendar year. Retirement eligibility figures are based on age and tenure records from Munis and do not reflect service credit which may have been purchased by the employees,

A detailed report of projected retirements by classification can be found in Appendix A.

PROJECTED RETIREMENT ELIGIBILITY BY JOB CATEGORY

JOB CATEGORY	# OF EMPLOYEES AS OF 12/31/2019	ELIGIBLE AT END OF 2019		FIVE-YEAR PERCENT PROJECTED ELIGIBLE	
		# OF EMPLOYEES	% ELIGIBLE	# OF EMPLOYEES	% PROJECTED ELIGIBLE
OFFICIALS & ADMINISTRATORS	54	27	50%	42	78%
TECHNICIANS	31	17	55%	21	68%
SKILLED CRAFTS	25	11	44%	16	64%
SERVICE MAINTENANCE	96	48	50%	60	63%
PARAPROFESSIONALS	68	23	34%	41	60%
PROFESSIONALS	198	64	32%	110	56%
ADMINISTRATIVE SUPPORT	133	28	21%	53	40%
PROTECTIVE SERVICES	364	47	13%	129	35%
<b>TOTAL</b>	<b>969</b>	<b>265</b>		<b>472</b>	

The table above shows the projected retirement eligibility by job category.

Using the number of employees eligible to retire as of end of 2019 as benchmark data, the five year eligibility for retirement based on age and longevity was projected.

Data findings indicate that the top three job categories with the most percentage of employees projected to retire in five years are:

- (1) Officials and Administrators (78%)
- (2) Technicians (68%)
- (3) Skilled Crafts (64%)

Following closely are employees in the Service Maintenance and Paraprofessional groups.

Protective Services, the job category with the most number of employees, shows the least vulnerability for retirement. Age and longevity of employees among this group may have contributed to the low percent of projected retirement eligibility compared to other groups. In 2019, the group's median age of 44 years is below the minimum age for service retirement eligibility (50 years) and the group's median longevity of 12 years is below the collected data from 2015-2019 service retirements which was 13 years.

# KEY METRICS BY DEPARTMENT

## SCOPE AND METHODOLOGIES

Key metrics by department reports the demographics of each department based on gender, age, length of service, race, and job category.

Each report shows the average headcount, age and tenure, the number of hires and separations that happened in 2019 as well as the department's retention and turn over rates.

### DEMOGRAPHICS

Figures reflect demographics as of December 31, 2019.

### TURNOVER RATE

Refers to the number of total separations (including transfers out) in 2019  $\div$  the average headcount.

### RETENTION RATE

Refers to the number of employees at the end of the calendar year less the number of separations  $\div$  number of employees at the end of the calendar year.

### TRANSFER IN | TRANSFER OUT

These refer to the movements of employees from one department to another as a result of promotion or lateral transfer. Hires include transfers from other departments; separations include transfers out of the department. Transfers were included in the calculation of department's turnover rate but not included in the workforce's overall turnover.

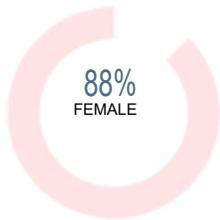


# KEY METRICS

## ADMINISTRATION

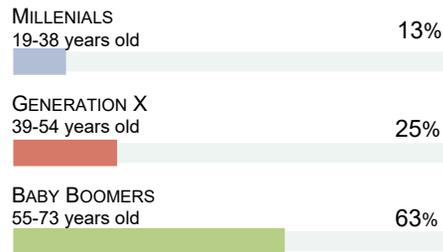
AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
8	0	0	0%	100%

### GENDER



TOTAL 8

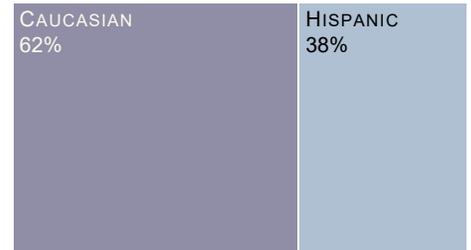
### AGE



GENERATION	NUMBER OF EES
MILLENNIALS	1
GENERATION X	2
BABY BOOMERS	5
TOTAL	8

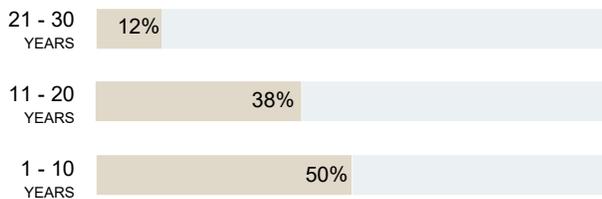
**30** AGE OF YOUNGEST EMPLOYEE  
**57** MEDIAN AGE  
**63** AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	5
HISPANIC	3
AFRICAN AMERICAN	—
AMERICAN INDIAN	—
ASIAN	—
TWO OR MORE RACES	—
TOTAL	8

### LENGTH OF SERVICE



**10** MEDIAN TENURE YEARS

LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	—
1 - 10 YEARS	4
11 - 20 YEARS	3
21 - 30 YEARS	1
MORE THAN 30 YEARS	—
TOTAL	8

### JOB CATEGORY

	NUMBER OF EES
OFFICIALS AND ADMINISTRATORS	4
PROFESSIONALS	2
PARAPROFESSIONALS	1
ADMINISTRATIVE SUPPORT	1
TOTAL	8

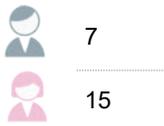
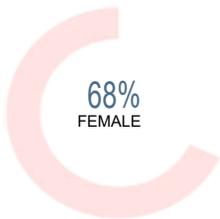


# KEY METRICS

## ANIMAL CARE FACILITY

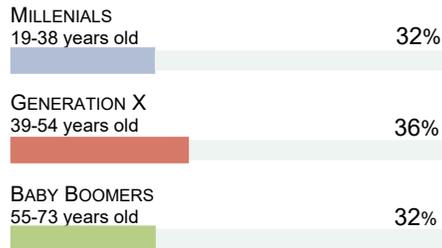
AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
22	2	2	9%	91%

### GENDER



TOTAL 22

### AGE



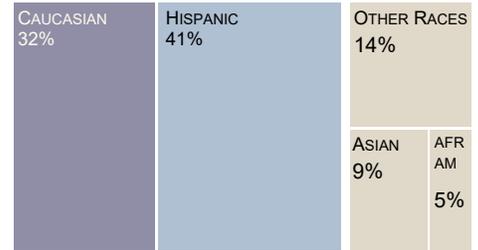
GENERATION	NUMBER OF EES
MILLENNIALS	7
GENERATION X	8
BABY BOOMERS	7
TOTAL	22

22 AGE OF YOUNGEST EMPLOYEE

49 MEDIAN AGE

65 AGE OF MOST SENIOR EMPLOYEE

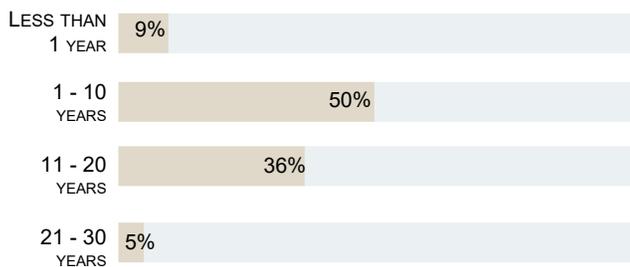
### RACE



RACE	NUMBER OF EES
CAUCASIAN	7
HISPANIC	9
AFRICAN AMERICAN	1
AMERICAN INDIAN	—
ASIAN	2
TWO OR MORE RACES	3
TOTAL	22

CAUCASIAN 62%

### LENGTH OF SERVICE

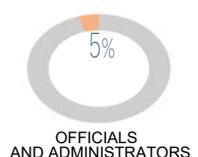
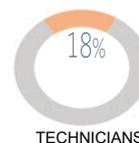
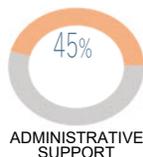


LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	2
1 - 10 YEARS	11
11 - 20 YEARS	8
21 - 30 YEARS	1
MORE THAN 30 YEARS	—
TOTAL	22

MEDIAN TENURE 8 YEARS

### JOB CATEGORY

JOB CATEGORY	NUMBER OF EES
ADMINISTRATIVE SUPPORT	10
PARAPROFESSIONALS	5
TECHNICIANS	4
PROFESSIONALS	2
OFFICIALS AND ADMINISTRATORS	1
TOTAL	22

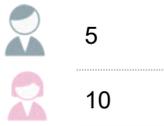
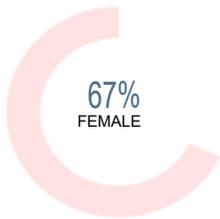


# KEY METRICS

## CITY ATTORNEY

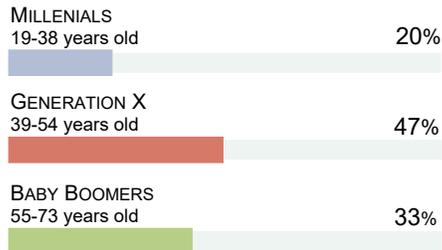
AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
14	3	1	7%	93%

### GENDER



TOTAL 15

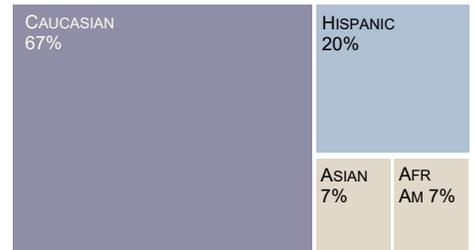
### AGE



GENERATION	NUMBER OF EES
MILLENNIALS	1
GENERATION X	6
BABY BOOMERS	8
TOTAL	15

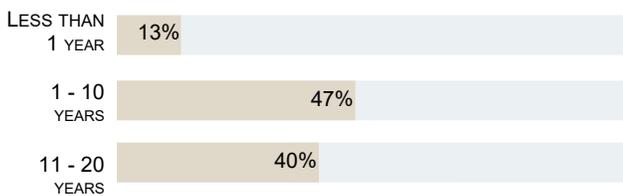
**27** AGE OF YOUNGEST EMPLOYEE  
**51** MEDIAN AGE  
**62** AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	10
HISPANIC	3
AFRICAN AMERICAN	1
AMERICAN INDIAN	—
ASIAN	1
TWO OR MORE RACES	—
TOTAL	15

### LENGTH OF SERVICE



**9** MEDIAN TENURE YEARS

LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	2
1 - 10 YEARS	7
11 - 20 YEARS	6
21 - 30 YEARS	—
MORE THAN 30 YEARS	—
TOTAL	15

### JOB CATEGORY

	NUMBER OF EES
OFFICIALS AND ADMINISTRATORS	6
PROFESSIONALS	6
PARAPROFESSIONALS	3
TOTAL	15

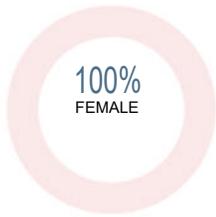


# KEY METRICS

## CITY CLERK

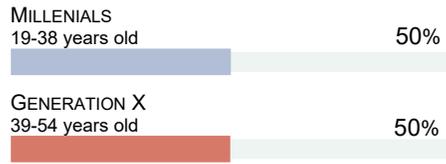
AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
5.5	1	0	0%	100%

### GENDER



TOTAL 6

### AGE



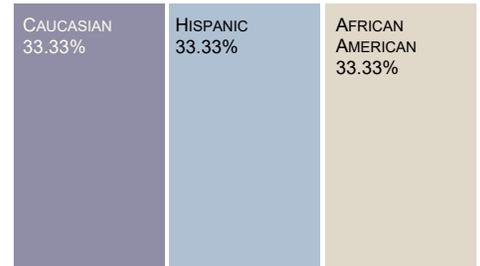
GENERATION	NUMBER OF EES
MILLENNIALS	3
GENERATION X	3
BABY BOOMERS	0
TOTAL	6

29 AGE OF YOUNGEST EMPLOYEE

38 MEDIAN AGE

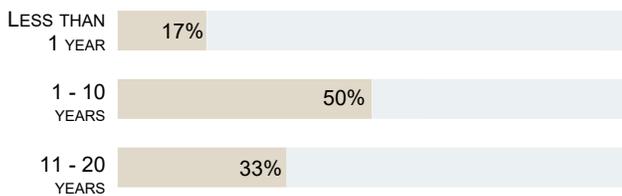
52 AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	2
HISPANIC	2
AFRICAN AMERICAN	2
AMERICAN INDIAN	—
ASIAN	—
TWO OR MORE RACES	—
TOTAL	6

### LENGTH OF SERVICE



MEDIAN TENURE 6 YEARS

LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	1
1 - 10 YEARS	3
11 - 20 YEARS	2
21 - 30 YEARS	—
MORE THAN 30 YEARS	—
TOTAL	6

### JOB CATEGORY

	NUMBER OF EES
OFFICIALS AND ADMINISTRATORS	2
PROFESSIONALS	3
ADMINISTRATIVE SUPPORT	1
TOTAL	6

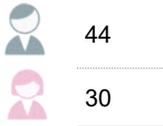


# KEY METRICS

## COMMUNITY SERVICES

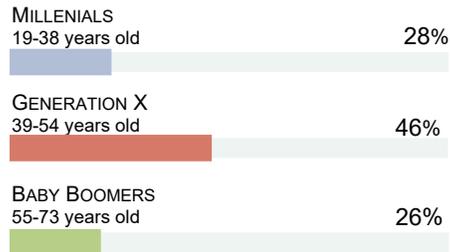
AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
73	7	5	7%	93%

### GENDER



TOTAL 74

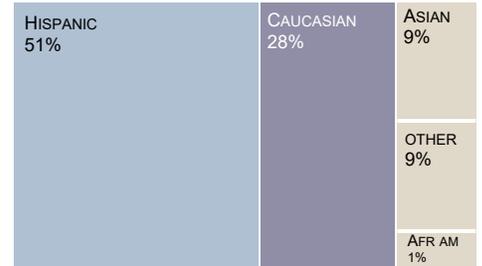
### AGE



GENERATION	NUMBER OF EES
MILLENNIALS	21
GENERATION X	34
BABY BOOMERS	19
TOTAL	74

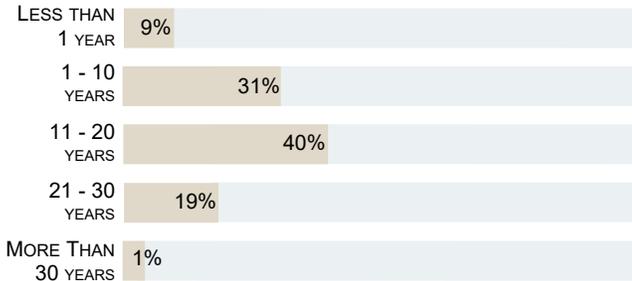
25 AGE OF YOUNGEST EMPLOYEE  
47 MEDIAN AGE  
67 AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	21
HISPANIC	38
AFRICAN AMERICAN	1
AMERICAN INDIAN	—
ASIAN	7
TWO OR MORE RACES	7
TOTAL	74

### LENGTH OF SERVICE



LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	7
1 - 10 YEARS	23
11 - 20 YEARS	30
21 - 30 YEARS	14
MORE THAN 30 YEARS	1
TOTAL	74

MEDIAN TENURE 14 YEARS

### JOB CATEGORY

JOB CATEGORY	NUMBER OF EES
OFFICIALS AND ADMINISTRATORS	3
PROFESSIONALS	21
PARAPROFESSIONALS	19
ADMINISTRATIVE SUPPORT	1
SERVICE MAINTENANCE	30
TOTAL	74

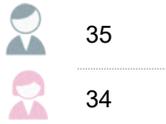
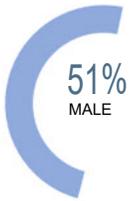


# KEY METRICS

## DEVELOPMENT SERVICES

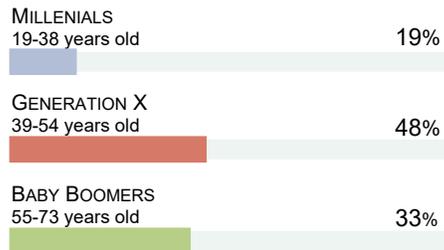
AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
69	7	6	9%	91%

### GENDER



TOTAL 69

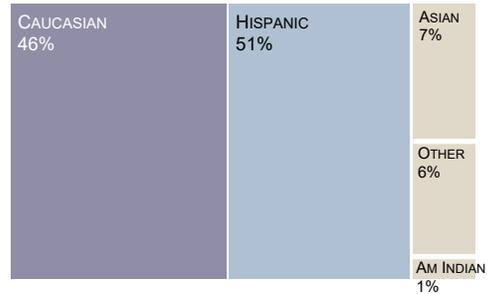
### AGE



GENERATION	NUMBER OF EES
MILLENNIALS	13
GENERATION X	33
BABY BOOMERS	23
TOTAL	69

**26** AGE OF YOUNGEST EMPLOYEE  
**48** MEDIAN AGE  
**67** AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	32
HISPANIC	27
AFRICAN AMERICAN	—
AMERICAN INDIAN	1
ASIAN	5
TWO OR MORE RACES	4
TOTAL	69

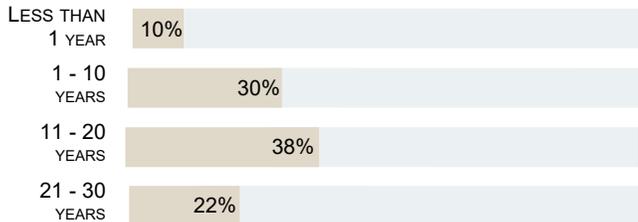
### LENGTH OF SERVICE

SERVICE MAINTENANCE

PARAPROFESSIONALS

PROFESSIONALS

OFFICIALS AND ADMINISTRATORS

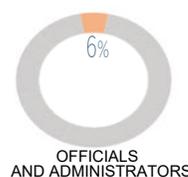


LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	7
1 - 10 YEARS	21
11 - 20 YEARS	26
21 - 30 YEARS	15
MORE THAN 30 YEARS	—
TOTAL	69

**15** MEDIAN TENURE YEARS

### JOB CATEGORY

JOB CATEGORY	NUMBER OF EES
OFFICIALS AND ADMINISTRATORS	4
PROFESSIONALS	37
PARAPROFESSIONALS	10
ADMINISTRATIVE SUPPORT	11
TECHNICIANS	7
TOTAL	69



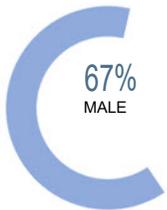


# KEY METRICS

## ECONOMIC DEVELOPMENT

AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
19	0	0	0%	100%

### GENDER



TOTAL 19

### AGE



GENERATION	NUMBER OF EES
MILLENNIALS	5
GENERATION X	9
BABY BOOMERS	5
TOTAL	19

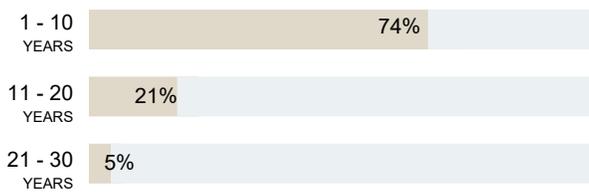
**27** AGE OF YOUNGEST EMPLOYEE  
**45** MEDIAN AGE  
**63** AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	7
HISPANIC	9
AFRICAN AMERICAN	1
AMERICAN INDIAN	—
ASIAN	—
TWO OR MORE RACES	2
TOTAL	19

### LENGTH OF SERVICE

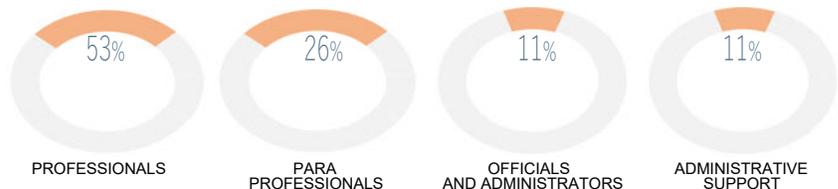


**5** MEDIAN TENURE YEARS

LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	—
1 - 10 YEARS	14
11 - 20 YEARS	4
21 - 30 YEARS	1
MORE THAN 30 YEARS	—
TOTAL	19

### JOB CATEGORY

	NUMBER OF EES
OFFICIALS AND ADMINISTRATORS	2
PROFESSIONALS	10
PARAPROFESSIONALS	5
ADMINISTRATIVE SUPPORT	2
TOTAL	19



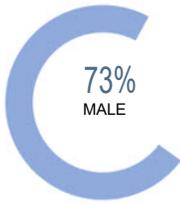


# KEY METRICS

## ENGINEERING & CAPITAL PROJECTS

AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
52	1	1	0%	100%

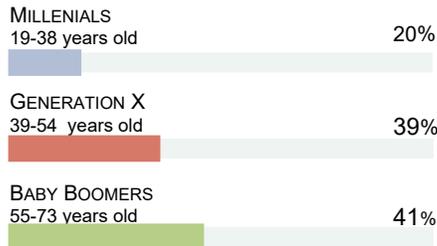
### GENDER



	37
	14

TOTAL 51

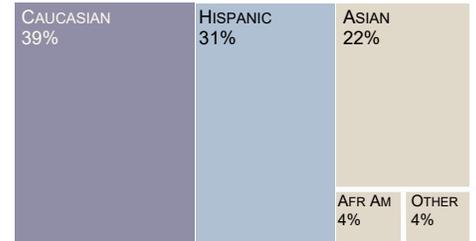
### AGE



GENERATION	NUMBER OF EES
MILLENNIALS	10
GENERATION X	20
BABY BOOMERS	1
TOTAL	51

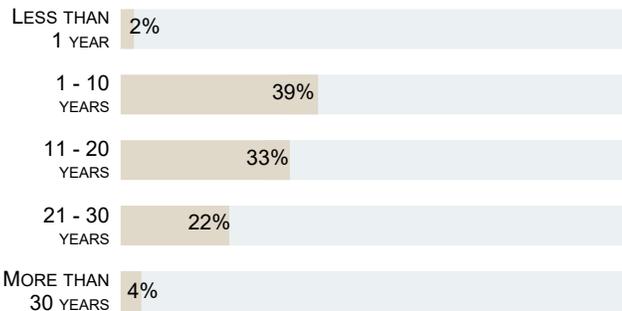
**30** AGE OF YOUNGEST EMPLOYEE  
**52** MEDIAN AGE  
**66** AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	20
HISPANIC	16
AFRICAN AMERICAN	2
AMERICAN INDIAN	
ASIAN	11
TWO OR MORE RACES	2
TOTAL	51

### LENGTH OF SERVICE



LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	1
1 - 10 YEARS	20
11 - 20 YEARS	17
21 - 30 YEARS	11
MORE THAN 30 YEARS	2
TOTAL	51

**16** MEDIAN TENURE YEARS

### JOB CATEGORY

JOB CATEGORY	NUMBER OF EES
OFFICIALS AND ADMINISTRATORS	2
PROFESSIONALS	29
PARAPROFESSIONALS	5
ADMINISTRATIVE SUPPORT	2
TECHNICIANS	13
TOTAL	51

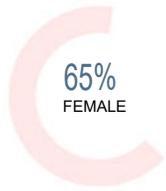


# KEY METRICS

## FINANCE

AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
26	5	3	12%	88%

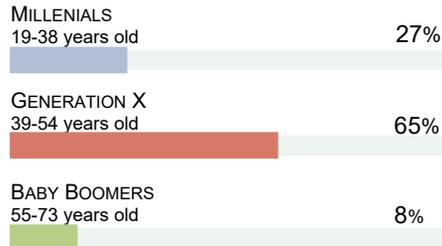
### GENDER



	9
	17

TOTAL 26

### AGE



GENERATION	NUMBER OF EES
MILLENNIALS	7
GENERATION X	17
BABY BOOMERS	2
TOTAL	26

23 AGE OF YOUNGEST EMPLOYEE

47 MEDIAN AGE

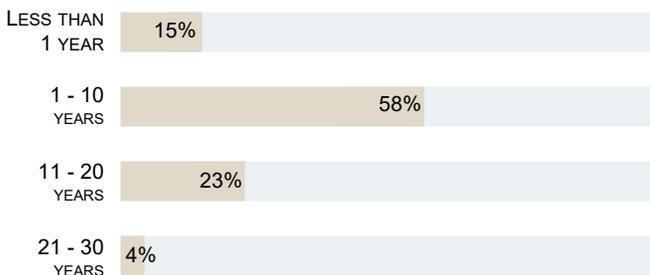
60 AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	10
HISPANIC	11
AFRICAN AMERICAN	1
AMERICAN INDIAN	—
ASIAN	1
TWO OR MORE RACES	3
TOTAL	26

### LENGTH OF SERVICE

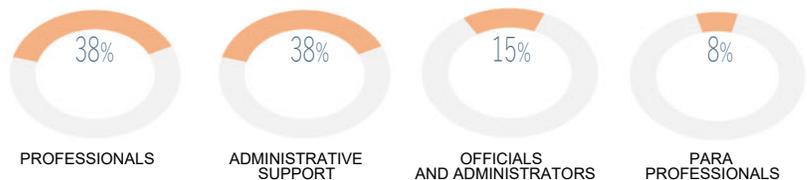


LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	4
1 - 10 YEARS	15
11 - 20 YEARS	6
21 - 30 YEARS	1
MORE THAN 30 YEARS	—
TOTAL	26

MEDIAN TENURE 3 YEARS

### JOB CATEGORY

JOB CATEGORY	NUMBER OF EES
OFFICIALS AND ADMINISTRATORS	4
PROFESSIONALS	10
PARAPROFESSIONALS	2
ADMINISTRATIVE SUPPORT	10
TOTAL	26

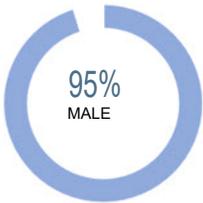


# KEY METRICS

## FIRE

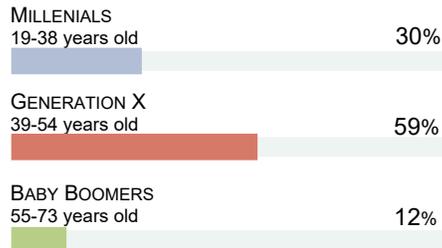
AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
146.5	4	3	2%	98%

### GENDER



	140
	7
<b>TOTAL</b>	<b>147</b>

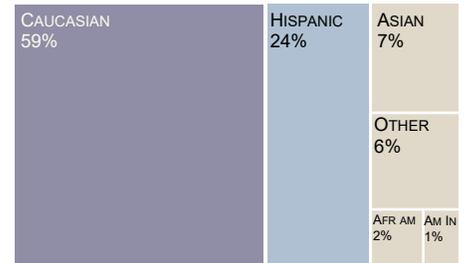
### AGE



GENERATION	NUMBER OF EES
MILLENNIALS	44
GENERATION X	86
BABY BOOMERS	17
<b>TOTAL</b>	<b>147</b>

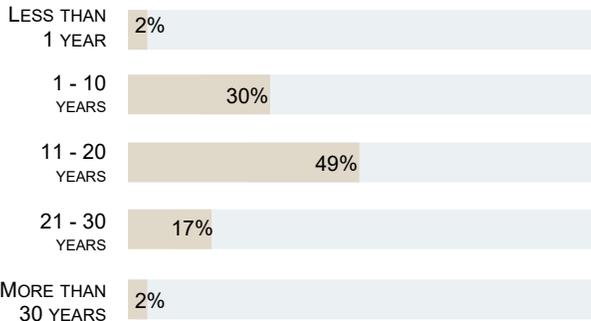
**21** AGE OF YOUNGEST EMPLOYEE  
**42** MEDIAN AGE  
**66** AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	87
HISPANIC	37
AFRICAN AMERICAN	3
AMERICAN INDIAN	2
ASIAN	10
TWO OR MORE RACES	9
<b>TOTAL</b>	<b>147</b>

### LENGTH OF SERVICE

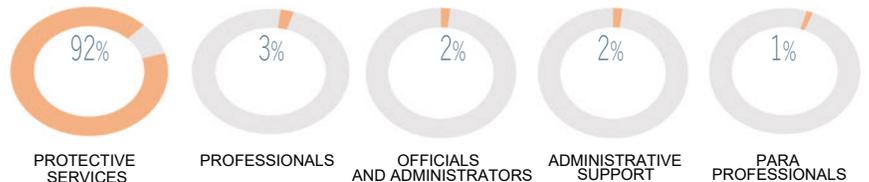


LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	3
1 - 10 YEARS	44
11 - 20 YEARS	72
21 - 30 YEARS	25
MORE THAN 30 YEARS	3
<b>TOTAL</b>	<b>147</b>

**15** MEDIAN TENURE YEARS

### JOB CATEGORY

JOB CATEGORY	NUMBER OF EES
PROTECTIVE SERVICES	135
PROFESSIONALS	4
ADMINISTRATIVE SUPPORT	3
OFFICIALS AND ADMINISTRATORS	3
PARAPROFESSIONALS	2
<b>TOTAL</b>	<b>147</b>



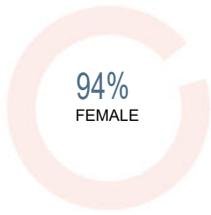


# KEY METRICS

## HUMAN RESOURCES

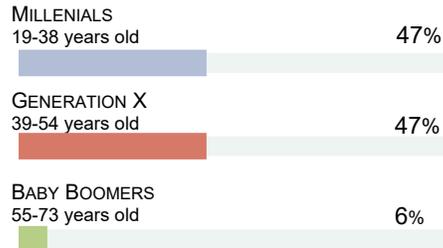
AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
16.5	4	3	6%	94%

### GENDER



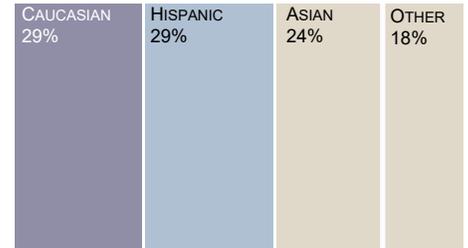
	1
	16
<b>TOTAL</b>	<b>17</b>

### AGE



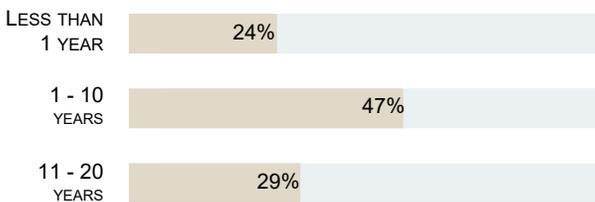
GENERATION	NUMBER OF EES	26 AGE OF YOUNGEST EMPLOYEE
MILLENNIALS	8	41 MEDIAN AGE
GENERATION X	8	
BABY BOOMERS	1	56 AGE OF MOST SENIOR EMPLOYEE
<b>TOTAL</b>	<b>17</b>	

### RACE



RACE	NUMBER OF EES
CAUCASIAN	5
HISPANIC	5
AFRICAN AMERICAN	—
AMERICAN INDIAN	—
ASIAN	4
TWO OR MORE RACES	3
<b>TOTAL</b>	<b>17</b>

### LENGTH OF SERVICE

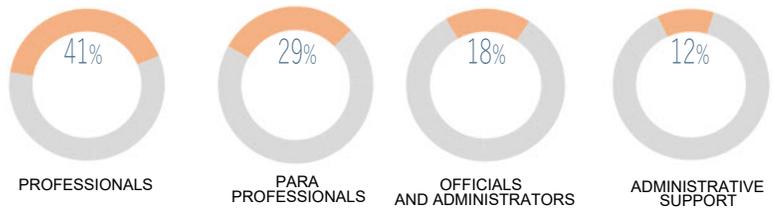


LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	4
1 - 10 YEARS	8
11 - 20 YEARS	5
21 - 30 YEARS	—
MORE THAN 30 YEARS	—
<b>TOTAL</b>	<b>17</b>

**MEDIAN** 4 **TENURE** YEARS

### JOB CATEGORY

JOB CATEGORY	NUMBER OF EES
OFFICIALS AND ADMINISTRATORS	3
PROFESSIONALS	7
PARAPROFESSIONALS	5
ADMINISTRATIVE SUPPORT	2
<b>TOTAL</b>	<b>17</b>



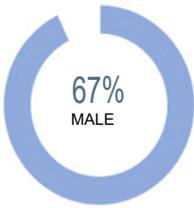


# KEY METRICS

## INFORMATION TECHNOLOGY SERVICES

AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
14.5	1	0	0%	100%

### GENDER



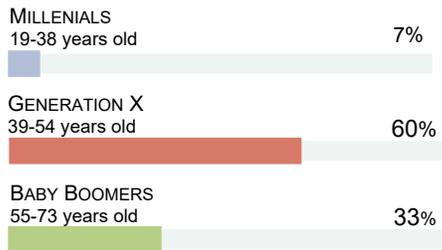
14



1

TOTAL 15

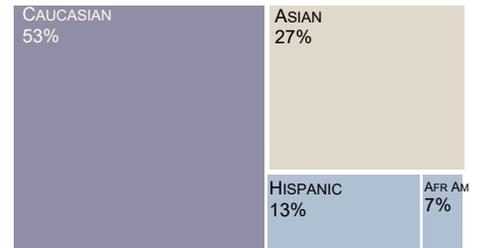
### AGE



GENERATION	NUMBER OF EES
MILLENNIALS	1
GENERATION X	9
BABY BOOMERS	5
TOTAL	15

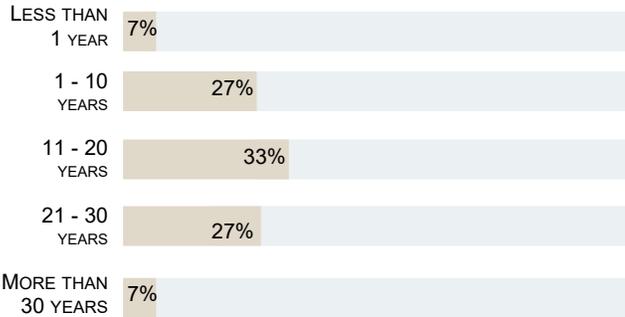
**38** AGE OF YOUNGEST EMPLOYEE  
**51** MEDIAN AGE  
**72** AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	8
HISPANIC	2
AFRICAN AMERICAN	1
AMERICAN INDIAN	—
ASIAN	4
TWO OR MORE RACES	—
TOTAL	15

### LENGTH OF SERVICE

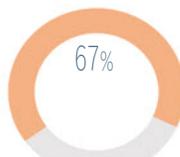


LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	1
1 - 10 YEARS	4
11 - 20 YEARS	5
21 - 30 YEARS	4
MORE THAN 30 YEARS	1
TOTAL	15

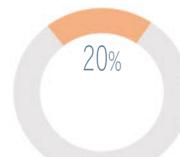
**18** MEDIAN TENURE YEARS

### JOB CATEGORY

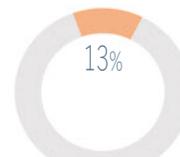
	NUMBER OF EES
OFFICIALS AND ADMINISTRATORS	2
PROFESSIONALS	10
TECHNICIANS	3
TOTAL	15



PROFESSIONALS



TECHNICIANS



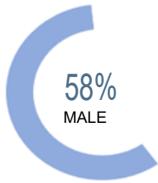
OFFICIALS AND ADMINISTRATORS

# KEY METRICS

## MAYOR & COUNCIL

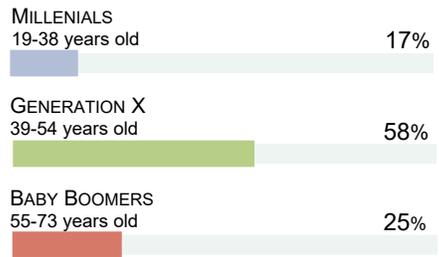
AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
12.5	0	1	8%	92%

### GENDER



	7
	5
<b>TOTAL</b>	<b>12</b>

### AGE



GENERATION	NUMBER OF EES
MILLENNIALS	2
GENERATION X	7
BABY BOOMERS	3
<b>TOTAL</b>	<b>12</b>

**28** AGE OF YOUNGEST EMPLOYEE

**51** MEDIAN AGE

**71** AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	3
HISPANIC	9
AFRICAN AMERICAN	–
AMERICAN INDIAN	–
ASIAN	–
TWO OR MORE RACES	–
<b>TOTAL</b>	<b>12</b>

### LENGTH OF SERVICE



**3** MEDIAN TENURE YEARS

LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	–
1 - 10 YEARS	12
11 - 20 YEARS	–
21 - 30 YEARS	–
MORE THAN 30 YEARS	–
<b>TOTAL</b>	<b>12</b>

### JOB CATEGORY

JOB CATEGORY	NUMBER OF EES
OFFICIALS AND ADMINISTRATORS	5
PROFESSIONALS	2
ADMINISTRATIVE SUPPORT	5
<b>TOTAL</b>	<b>12</b>



# KEY METRICS

## POLICE

AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
323.5	41	22	7%	93%

### GENDER



222

112

TOTAL 334

### AGE



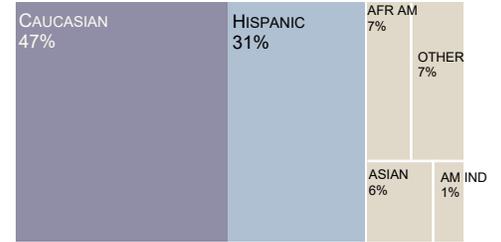
GENERATION	NUMBER OF EES
MILLENNIALS	145
GENERATION X	165
BABY BOOMERS	24
TOTAL	334

**21** AGE OF YOUNGEST EMPLOYEE

**40** MEDIAN AGE

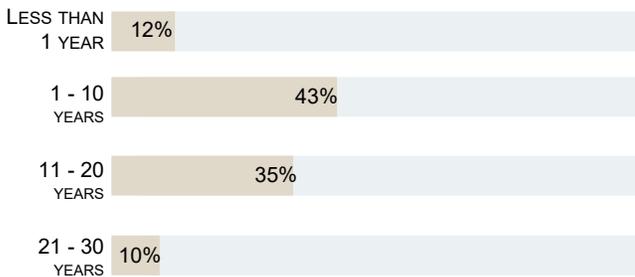
**67** AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	158
HISPANIC	103
AFRICAN AMERICAN	24
OTHER RACE	24
ASIAN	21
AMERICAN INDIAN	4
TOTAL	334

### LENGTH OF SERVICE



LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	41
1 - 10 YEARS	142
11 - 20 YEARS	116
21 - 30 YEARS	34
MORE THAN 30 YEARS	1
TOTAL	334

**6** MEDIAN TENURE YEARS

### JOB CATEGORY

JOB CATEGORY	NUMBER OF EES
PROTECTIVE SERVICES	229
ADMINISTRATIVE SUPPORT	78
PROFESSIONALS	10
PARAPROFESSIONALS	8
OFFICIALS AND ADMINISTRATORS	5
TECHNICIANS	4
TOTAL	334



PROTECTIVE SERVICES



ADMINISTRATIVE SUPPORT



PROFESSIONALS



PARA PROFESSIONALS



OFFICIALS/ ADMINISTRATORS



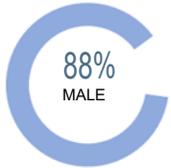
TECHNICIANS

# KEY METRICS

## PUBLIC WORKS

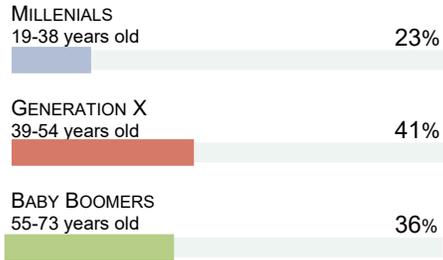
AVERAGE HEADCOUNT	NUMBER OF HIRES	NUMBER OF SEPARATIONS	TURNOVER RATE	RETENTION RATE
119.5	15	8	7%	93%

### GENDER



	108
	15
<b>TOTAL</b>	<b>123</b>

### AGE



GENERATION	NUMBER OF EES
MILLENNIALS	29
GENERATION X	50
BABY BOOMERS	44
<b>TOTAL</b>	<b>123</b>

**23** AGE OF YOUNGEST EMPLOYEE

**51** MEDIAN AGE

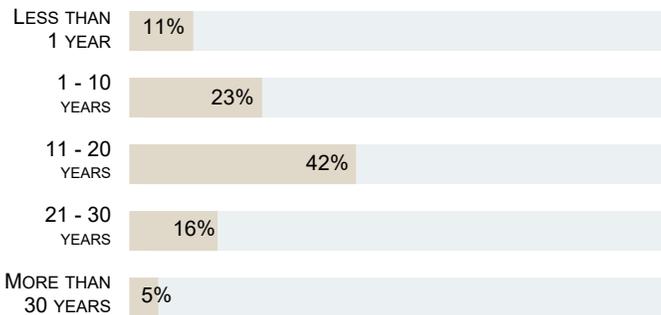
**71** AGE OF MOST SENIOR EMPLOYEE

### RACE



RACE	NUMBER OF EES
CAUCASIAN	33
HISPANIC	66
AFRICAN AMERICAN	8
OTHER RACE	9
ASIAN	6
AMERICAN INDIAN	1
<b>TOTAL</b>	<b>123</b>

### LENGTH OF SERVICE

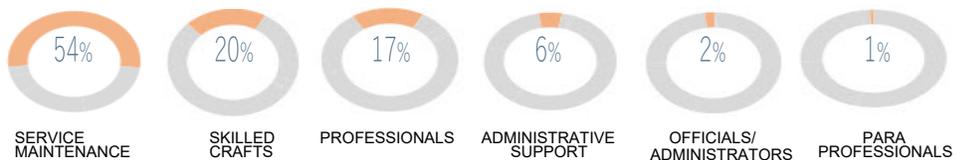


LENGTH OF SERVICE	NUMBER OF EES
LESS THAN 1 YEAR	14
1 - 10 YEARS	31
11 - 20 YEARS	52
21 - 30 YEARS	20
MORE THAN 30 YEARS	6
<b>TOTAL</b>	<b>123</b>

**6** MEDIAN TENURE YEARS

### JOB CATEGORY

JOB CATEGORY	NUMBER OF EES
SERVICE MAINTENANCE	66
SKILLED CRAFTS	25
PROFESSIONALS	21
ADMINISTRATIVE SUPPORT	7
OFFICIALS AND ADMINISTRATORS	3
PARAPROFESSIONALS	1
<b>TOTAL</b>	<b>123</b>



2019 WORKFORCE DEMOGRAPHICS & TURNOVER REPORT PRODUCED BY THE CITY OF CHULA VISTA HUMAN RESOURCES DEPARTMENT JULY 2020

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