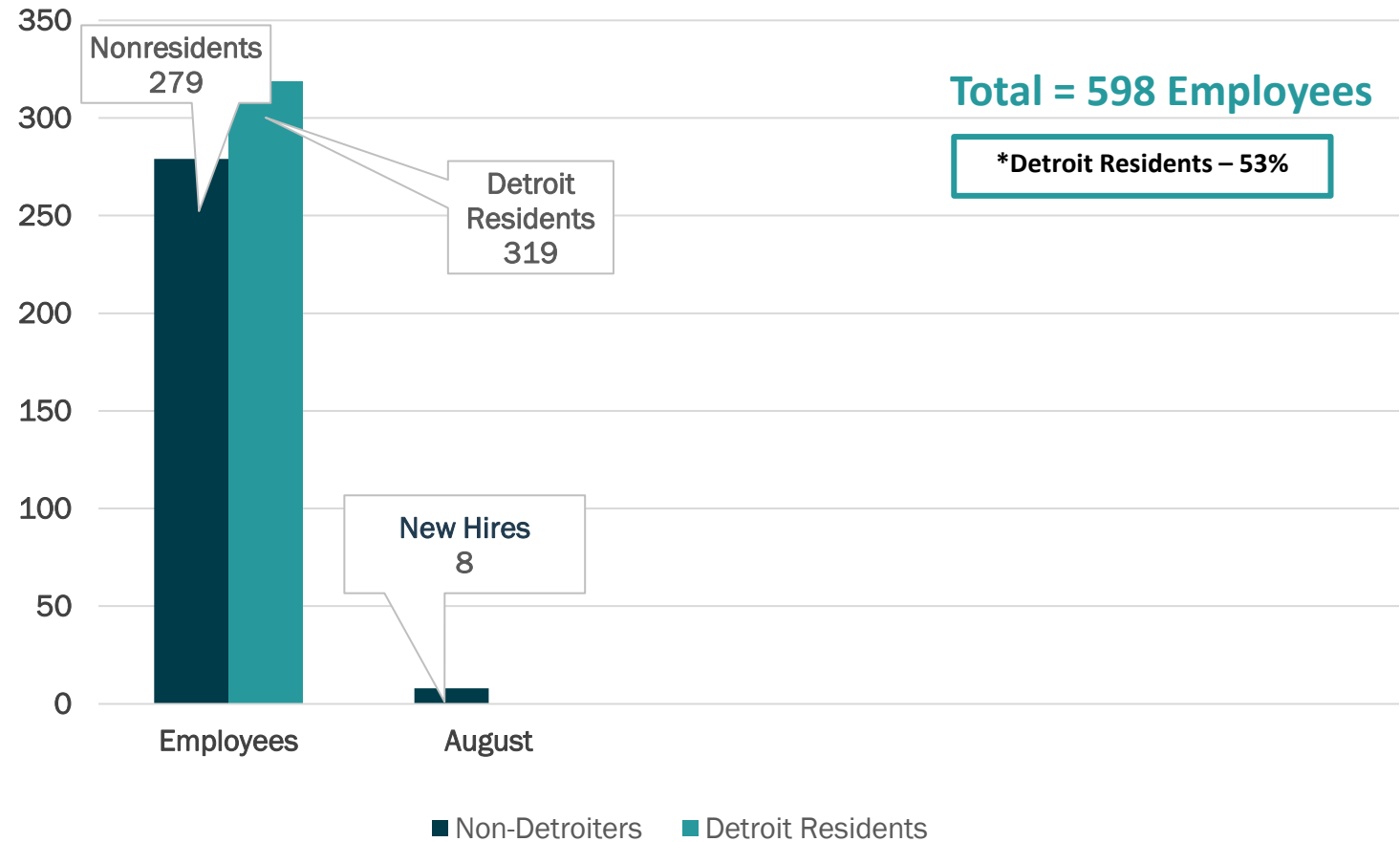


# Human Resources/Organizational Development Metrics

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# Full Time Employees



\*DWSD and the City of Detroit does not require residency.

# Open Requisitions (22)



Classification	Division	Open Positions	# of New Monthly Applicants	Comments
Applications Analyst II	IT	1		Interviewing
Customer Service Specialist	Customer Service	12		Open
Engineer	Field Engineering	1		Selecting
Engineer Technician II	Storm Water/ Permits	1	4	Open
Field Service Technician I	Maintenance & Repair	18	16	Open
Field Service Technician I	Meter Operations	2		Interviewing
Finance Director	Finance	1	19	Open
Inspector I	Field Engineering	4		Interviewing
Inspector I	Maintenance & Repair	1		Open
Inspector I	Lead Service	1		Interviewing
Inspector I	ARPA-BBPP	3		Offers Presented
Inspector II	ARPA	1		Selecting
Materials Management Specialist	Procurement/Finance	1		Selecting
Manager-Internal Audit	Finance	1	31	Open
Manager	Field Engineering	1		Open
Procurement Specialist II	Procurement/Finance	2		Open
Professional Administrative Analyst I	Finance	1	30	Open
Professional Administrative Analyst II	Finance	1		On Hold

# Open Requisitions (22)



Classification	Division	Open Positions	# of New Monthly Applicants	Comments
Security	Security	1		Interviewing
Service Desk Analyst	IT	1		Open
Tass I	Facilities	1		Open
Team Leader (Maintenance Planner)	Maintenance & Repair	2		Interviewing

# Recruitment Efforts

Date of Event	Type of Event	Location	Number of Candidates Seen	Number of Candidates Interviewed/Hired (List DWSD Division)
08/18/2023	Community Resource Fair	Christ the King Campus 20800 Grand River Detroit	104	
08/23/2023	Career Fair	Detroit At Work 14117 E 7 Mile Rd Detroit		
08/30/2023	Career Fair	Durfee Innovation Center 2470 Collingwood St Detroit		

# HR Planning Calendar



JANUARY	FEBRUARY	MARCH	APRIL
<b>BOWC CBA Ratification</b> Michigan Building and Construction Trades Council (MBTC)	<b>Attrition</b>	<b>Retirement Eligible/ Succession Planning</b>	<b>Performance Management</b>
MAY	JUNE	JULY	AUGUST
<b>Workforce Development (S-Licenses)</b>	<b>Engagement Survey Action Planning</b>	<b>Crain's Business Recognition</b>	<b>S-Licensing And Employee Recognition</b>
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<b>Stay Interviews, Exit Interview Analysis &amp; Strategy</b>	<b>Negotiations Update</b>	<b>Workforce Development (Skills Matrix)</b>	<b>Retirement Eligible/ Succession Planning</b>

# Retention Strategies –Exit Interviews

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Since 2020, we have found that our average Exit Interview completion rate is around **31%**. This is due to:

- Employees in High-Turnover Positions not giving a resignation notice *“Today is my last day of work”*
- Employees in High-Turnover Positions not returning to work – no call and no show after 3 or more days
- Employees electing not to participate in the Exit Interview process
- Employees not showing up to the Exit Interview

# Retention Strategies –Exit Interview Statistics

Exit interviews are held with employees who have informed Management or HR regarding their resignation. In some cases, employees will decline the Exit Interview but tell us why they are leaving DWSD.\*

- 2020 – 27 Resignations/15 High Turnover Positions (18%)
- 2021 – 56 Resignations/30 High Turnover Positions (20%)
- 2022 – 47 Resignations/22 High Turnover Positions (47%)
- 2023 – 27 Resignations to date/18 High Turnover Positions (41%)

\* The majority of High Turnover positions give no notice regarding resignation. They either tell us that they are not coming back on their last day or just never come back to work at all. This group is called “**No Notice**”.



# Retention Strategies – Check-Ins

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We are developing a process called **Check-Ins**. We will reach out to all new hires within 30 days, 6 months and 1 year of their hire date and ask 3-4 open-ended questions regarding:

- **Onboarding** – *Did you have any issues with your onboarding process? (paperwork, HR communication, supervisor communication, etc.)*
- **Benefits** – *Are you satisfied with your benefits?*
- **Issues** – *Did you experience any issues during your first 30 days of employment?*
- **Suggestions** – *Do you have any suggestions for us?*

# Retention Strategies – Stay Interviews

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We are developing a process called **Stay Interviews**. We will work with Management to identify key DWSD Top Talent and Stay Interview questions.

- **Identify DWSD Top Talent**
  - Group Employees by Years of Service
- **Select questions relative to each group – by Years of Service**
- **Analyze Data**
- **Develop Action Plans**

# HR Planning Calendar



JANUARY	FEBRUARY	MARCH	APRIL
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