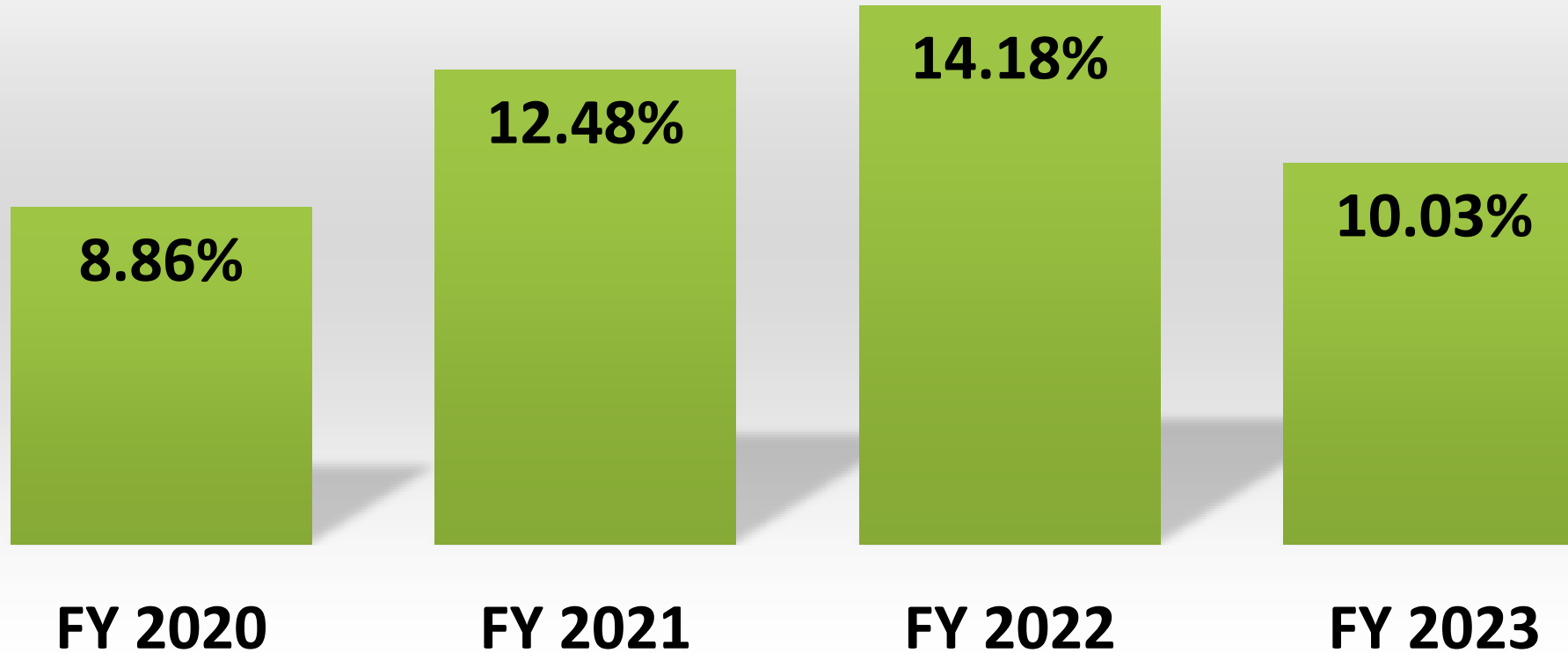


The background of the slide features a large, faint, dark blue seal of the County of Miami, State of Florida. The seal is circular and contains a central emblem with a sunburst, a palm tree, and wavy lines representing water. The words "COUNTY OF MIAMI" are arched across the top, and "STATE OF FLORIDA" is arched across the bottom.

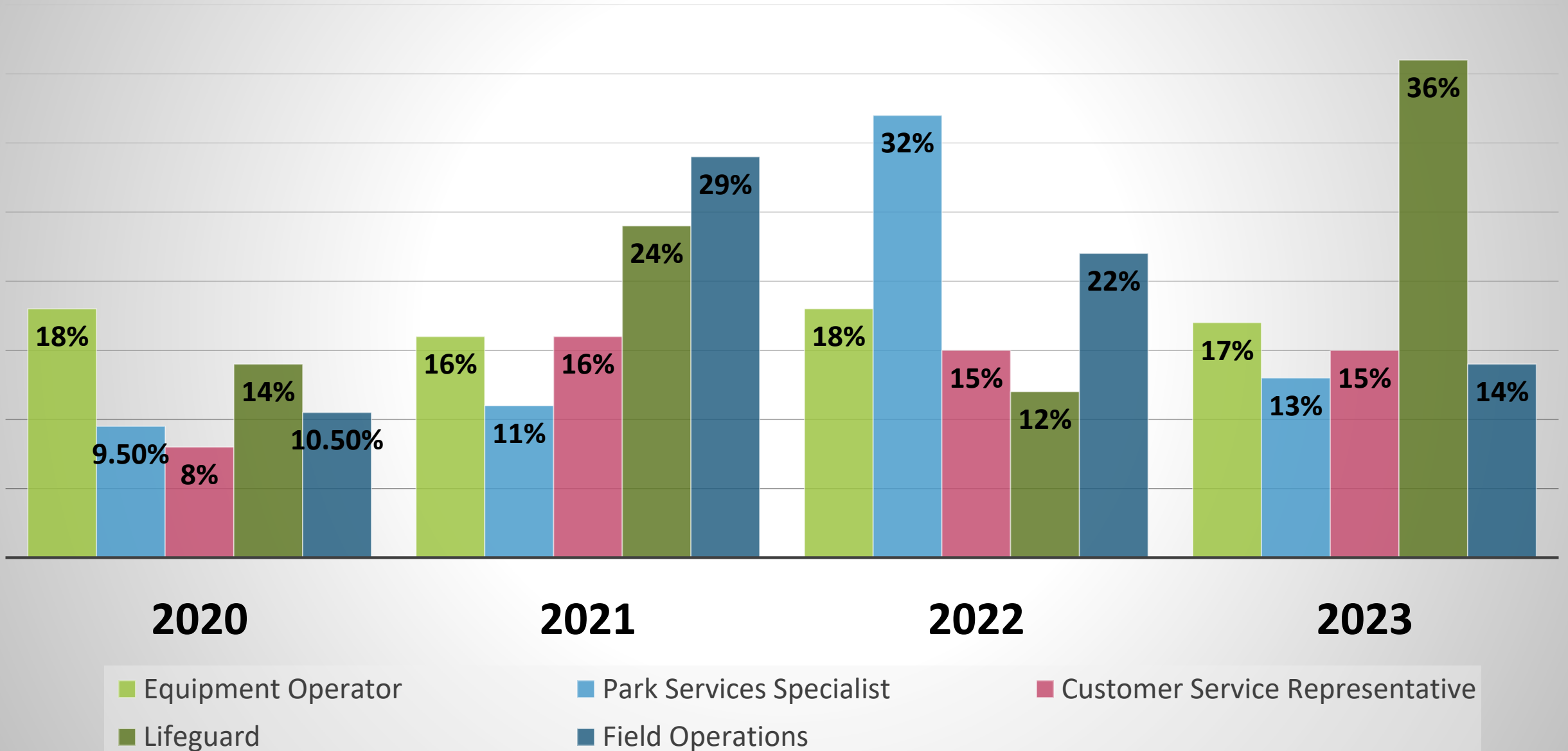
# **Recruitment and Retention**

## Countywide Turnover



*Anticipate 10% for 2024*

# High Turnover Positions



# Difficult to Fill Positions

Development  
Review

Planners

Capital  
Projects

IT Business  
Analyst

Equipment  
Operators

Systems  
Analyst

Lifeguards

Network  
Administrator

Field  
Operations

ITS Help Desk



# Employee Replacement Costs

Employee turnover can cost as much as:

**30%**

of the annual salary for  
entry-level employees

**150%**

of the annual salary of  
mid-level employees

**400%**

of the annual salary of  
high-level employees

Source: Forbes

**What are we doing about it?**



# Recruitment Strategies

County Hiring Events

Hiring Bonus

Job Fairs

Now Hiring Banners and Signs

Referral Bonus

Social Media - LinkedIn



# Retention Strategies

---

Career Paths

---

Milestone Plans

---

Employee Engagement

---

Employee Development





# Engagement Strategies

Safety on the Spot

Spot On

Wellness Activities/Incentives

Flexible/Hybrid Work Schedules

Enhanced Employee Intranet Page

---

Sailfish Academy

---

Supervisor News & Tips

---

Tuition Reimbursement

---

Career Paths

---

Succession Planning

**Development  
Strategies**

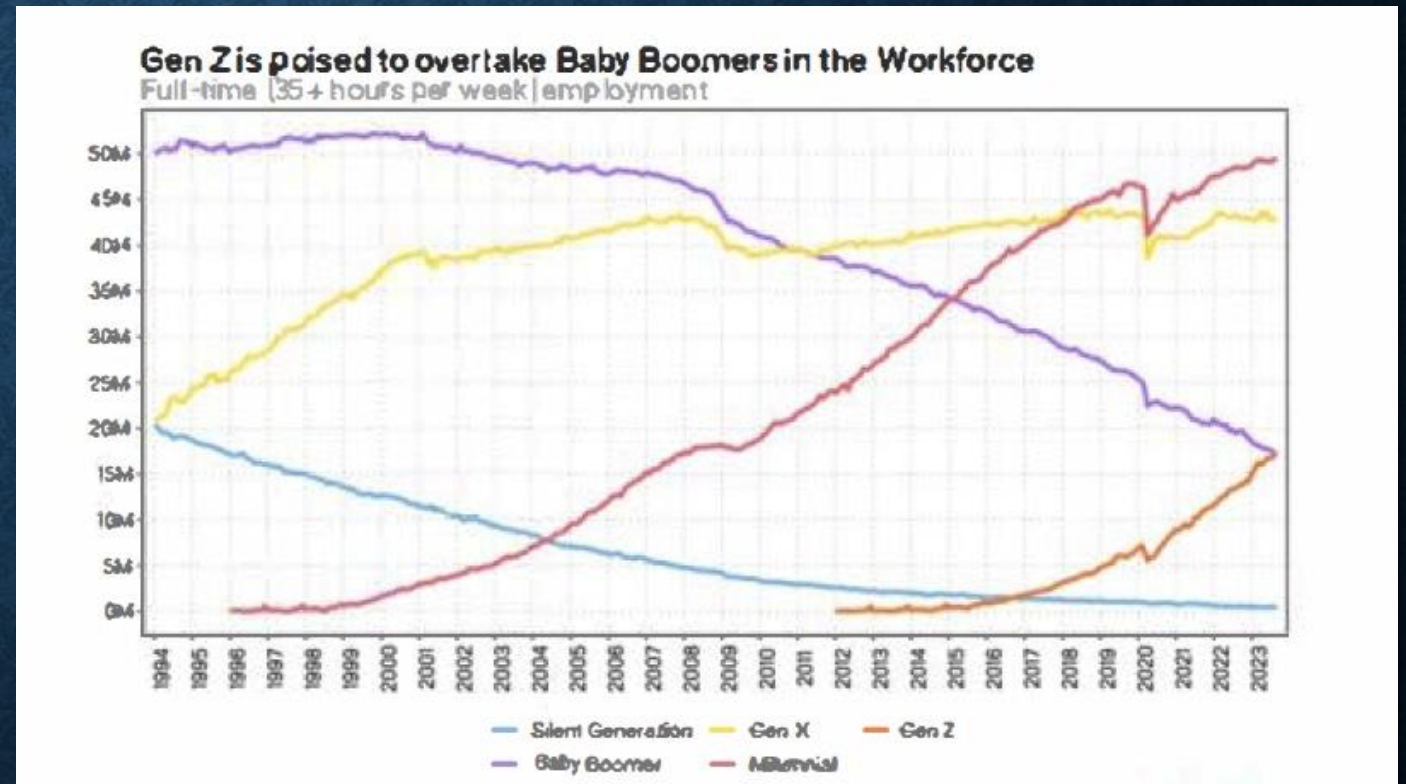


**The Workforce Is Changing  
& So Are the Norms**



# Gen Z will Outnumber Baby Boomers and will make up 75% of the workforce by 2025

- Baby Boomers created today's workplace norms
- As their participation declines, these norms will change
- Starting with service tenure



# Average Length of Service Tenure by Generation

## **BABY BOOMERS**

57-75 years old

**8 YEARS, 3 MONTHS**

## **GEN X**

41-56 years old

**5 YEARS, 2 MONTHS**

## **MILLENNIALS**

25-40 years old

**2 YEARS, 9 MONTHS**

## **GEN Z**

6-24 years old

**2 YEARS, 3 MONTHS**



# **WORKFORCE TRENDS 2024**



# Retaining Employees



Culture and Engagement is the Best Defense Against Turnover

# Inflation

October 2020 – 2021	6.2%
October 2021 – 2022	7.7%
October 2022 – 2023	3.2%
October 2023 – 2024	Anticipate 3.5%





GASOLINE

**+59.9%**

from 2021



FOOD

**+10.4%**

from 2021



SHELTER

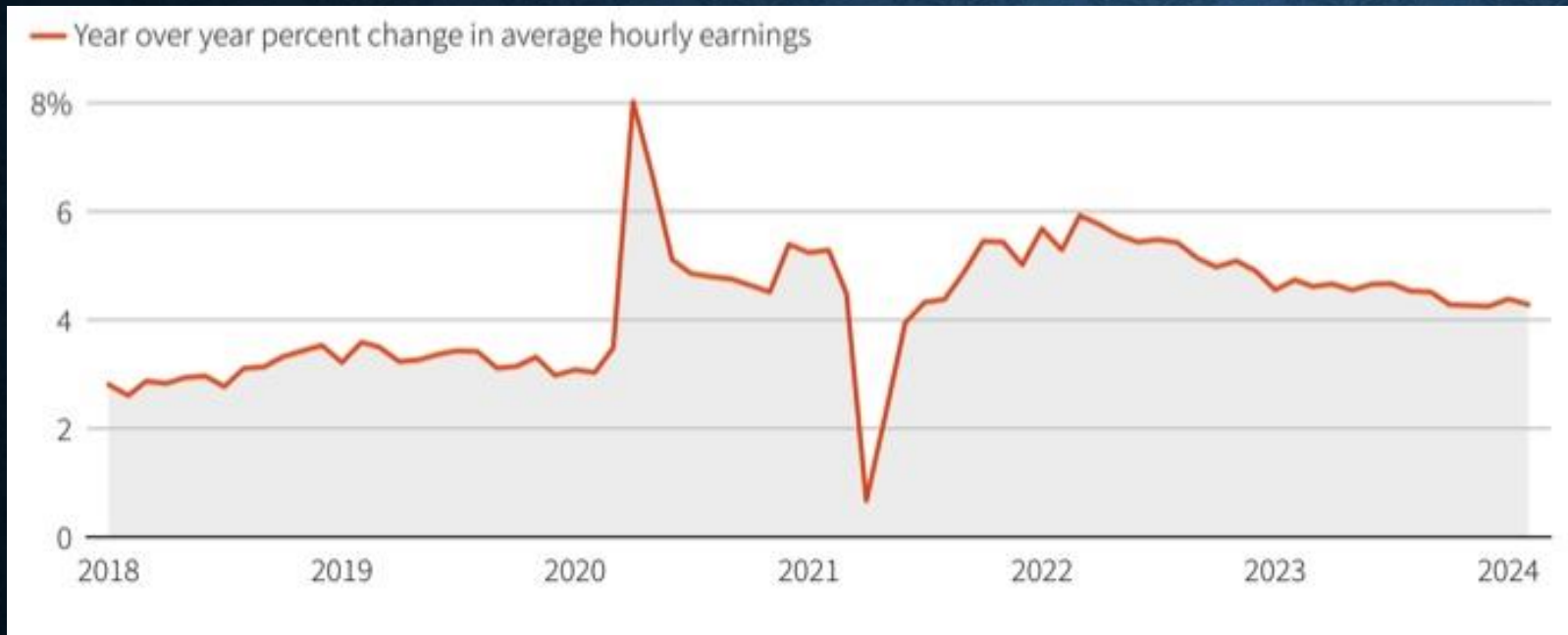
**+5.6%**

from 2021

**“I WORK TOO MUCH TO BE THIS BROKE.”**



# WAGE GROWTH



Wage Growth has been significant since 2018

Inflation has muted positive gains for employees

**Contributes to Increased Replacement Costs**

# Florida Minimum Wage 75% Increase From 2021-2026

January 1, 2021	\$8.56 Per
September 30, 2021	\$10.00 Per Hour
September 30, 2022	\$11.00 Per Hour
September 30, 2023	\$12.00 Per Hour
September 30, 2024	\$13.00 Per Hour
September 30, 2025	\$14.00 Per Hour
September 30, 2026	\$15.00 Per Hour





# BUC-EE'S

**Paid Weekly!**

Cashier, Gift, Maintenance, Warehouse, and Grocery Stocker .....	\$18
Restroom Crew .....	\$20
Food Service and Car Wash .....	\$21
Team Lead .....	\$20 - \$23
Department Manager .....	\$25 - \$33
Assistant Food Service Manager .....	\$33 - \$42

**Full Time 35-50 Hours**

**No Experience Necessary**

Assistant General Manager .....	\$100K - 150K+
Car Wash Manager .....	\$125K+
Food Service Manager .....	\$125K-\$175K+
General Manager .....	\$150K-\$225K+

► **401k - 100% Match up to 6%**

► **3 Weeks Paid Time Off**

Use It, Cash It, Roll It **1st Year**

► **Healthcare** ► **Part Time Available**

► **Plus \$2/hour for Overnight**

**Apply at [buc-ees.com](http://buc-ees.com)**



Scan Code To Apply



# Why They Leave

Pay tops the list, but  
it's not the only  
reason



**25%**

I WANT HIGHER PAY



**10%**

MY CURRENT POSITION  
IS NOT FULL-TIME



**16%**

I AM UNHAPPY AT MY  
CURRENT ORGANIZATION



**7%**

I WANT A PROMOTION



**14%**

I WANT TO WORK AT AN ORGANIZATION  
MORE ALIGNED WITH MY VALUES



**2%**

I WANT A MORE  
FLEXIBLE SCHEDULE



**11%**

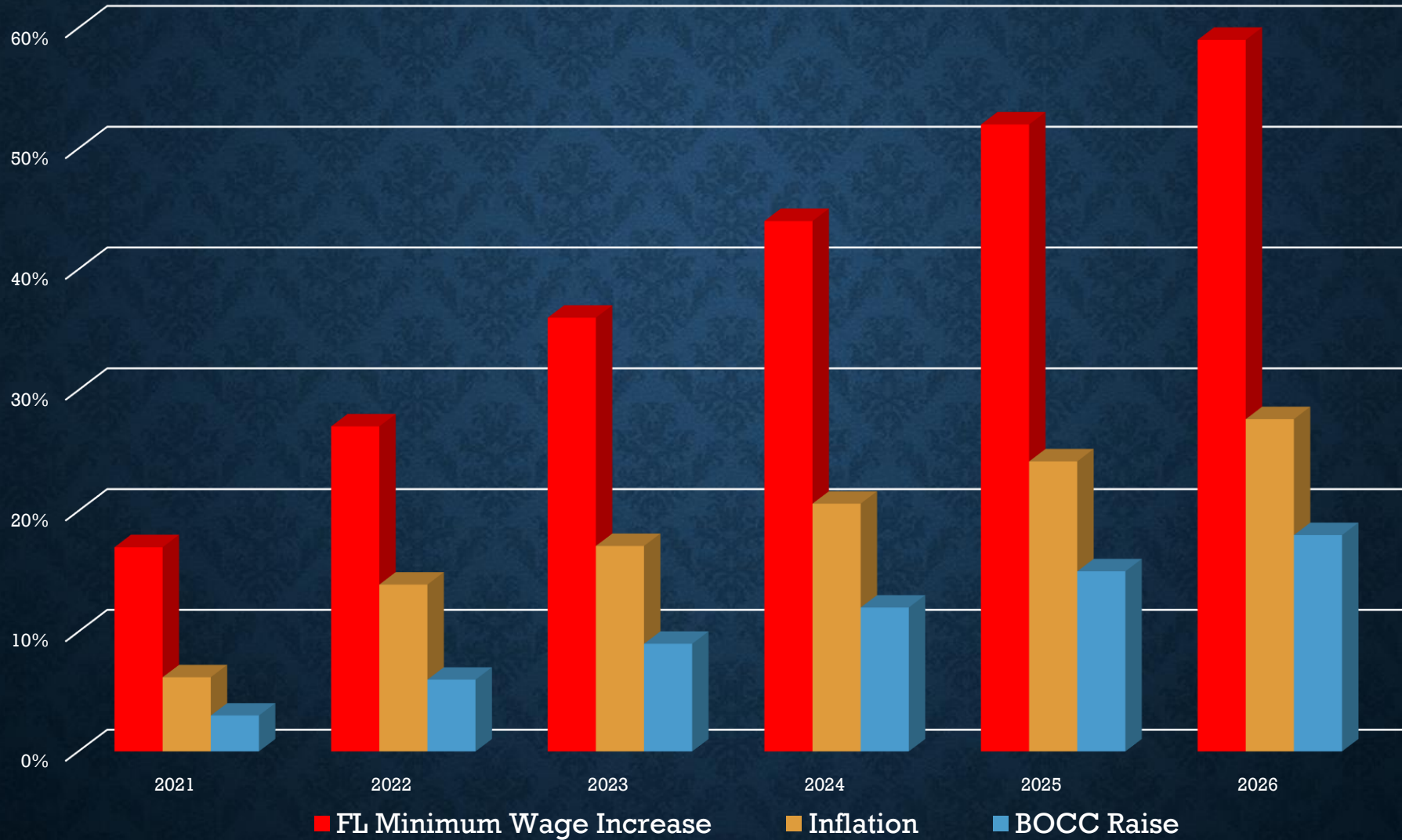
I AM RELOCATING



**15%**

OTHER

# Wage patterns



This chart assumes the County continue to offer the same 3% net increase per year and inflation of 3.5% for FY 24, 25, and 26.



# Quitting Won't Quit

## 47% - Average US Turnover



**20%** Of new employees leave the company within the first 45 days.



**31%** Quit their new job before the end of the sixth month.



**65%** of employees think they can find a better position elsewhere.

- 70% of that number is made up of Voluntary separations
- Nearly 4 Million workers quit each month
- Nearly 35% quit without another job offer