

MENTAL HEALTH SERVICES DEVELOPMENTAL SERVICES SUBSTANCE ABUSE SERVICES EARLY INTERVENTION/PREVENTION

Service Area: Caroline/Fredericksburg King George/Spotsylvania/Stafford

600 Jackson Street / Fredericksburg, Virginia 22401 / www.rappahannockareacsb.org

VOICE/TDD (540) 373-3223

FAX (540) 371-3753

NOTICE

TO:	Personnel Committee Nancy Beebe, Chair, Linda Carter, Lawrence Davies, Ken Lapin, Greg Sokolowski
FROM:	Joe Wickens Incoming Executive Director
SUBJECT:	Personnel Committee Meeting March 8, 2022 1:00pm 600 Jackson Street, Board Room 208, Fredericksburg, VA
DATE:	March 3, 2022

A Personnel Committee meeting has been scheduled for Tuesday, March 8, 2022 at 1:00pm. The meeting will be held at 600 Jackson Street, Board Room 208, Fredericksburg, VA 22401.

Looking forward to seeing you on March 8, 2022 1:00 pm

cc: Kheia Hilton, Chairman

RAPPAHANNOCK AREA COMMUNITY SERVICES BOARD

PERSONNEL COMMITTEE MEETING

March 8, 2022 1:00pm In-person 600 Jackson Street, Room 208 Fredericksburg, VA 22401



- I. FEBRUARY 2022 EEO REPORT and RECRUITMENT UPDATE Runyon
- II. FEBRUARY 2022 RETENTION REPORT

Runyon



Office of Human Resources 600 Jackson Street • Fredericksburg, VA 22401 • 540-373-3223 RappahannockAreaCSB.org

MEMORANDUM

To: Jane Yaun, Executive Director

From: Teresa McDonnel, Executive Assistant/Human Resources Specialist

Date: March 2, 2022

Re: Summary – EEO Report – February 2022 and Recruitment Update

RACSB received **86** applications through February 28, 2022. This is an **increase** of **13.2%** compared to the month of January 2022, and an **increase** of **19.4%** when compared to the month of February 2022.

RACSB received **369** resumes and advertised **28** positions through Indeed for **February 2022**.

Of the applications received, 32 applicants listed the RACSB applicant website as their recruitment source, 32 stated employee referrals as their recruitment source, and 7 listed Indeed.com as their recruitment source.

According to the attached list, there are currently **103** open positions. New positions account for **9** of the open positions.

A summary is attached indicating external applicants hired, internal applicants moved, and actual number of applicants applying for positions in the month of **February 2022.**

EEO Report 2022													age 4 of 11
APPLICANT DATA	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	<u>Sep-21</u>	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Female	34	30	41	29	56	55	66	60	83	43	45	41	46
Male	10	4	4	8	6	8	22	12	26	15	7	∞	7
Not Supplied	28	23	38	24	41	27	47	26	73	61	43	27	33
Total	72	57	83	61	103	06	135	86	182	119	95	76	86
ETHNICITY					1.12								
Caucasian	19	17	25	18	40	31	35	30	69	29	28	31	25
African American	24	17	14	11	19	26	48	26	34	28	20	15	20
Hispanic	2	1	2	ω	4		6	2	14	б	9	7	6
Asian	1						2	ω	б	2		2	ω
American Indian	1				4	6	2		ω	1	1		2
Native Hawaiian				ω				4	1				
Two or More Races		1	ω	б									
RECRUITMENT SOURCE													
Newspaper Ads						1							
RACSB Website	34	29	50	28	64	59	78	40	84	52	39	36	32
RACSB Intranet	7	ω	1	6	ω	ω	10	1	7	ω	1	2	7
Employee Referrals	20	26	18	17	34	11	48	31	47	31	34	18	32
Radio Ads													1
Indeed.com	15	∞	19	13	11	15	20	16	49	25	20	20	
VA Employment Commission				1	1	4	6	4	4			ω	2
Monster.com													
Other -	1	2	1			ω			4			1	∞
Facebook		2				1		1					
Multi Site Search				1			1	2					
NHSC													
Linked In		1			1	1		1					
Goodwill referral													
Zip Recruiter				щ	4			2		1			
Job Fair	3		1			1	2	3	2	6			2
Total # of Applicants	61	49	65	54	76	58	93	74	121	80	89	62	65

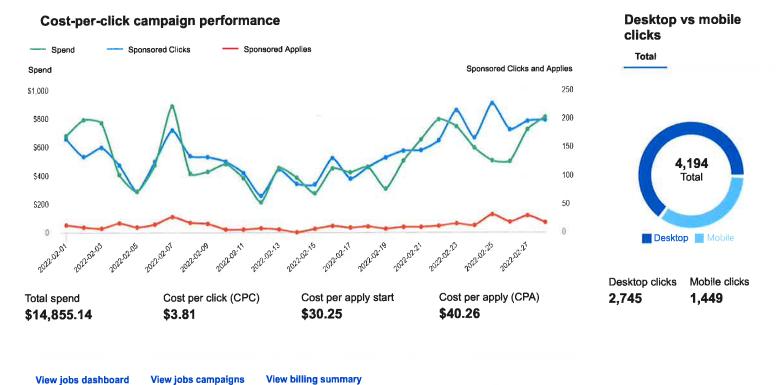
Job performance summary

Performance of your jobs across Indeed

The data shown is all organic data and sponsored data for all cost-per-click campaigns

Candidate behavior funnel





 Cost-per-application campaigns

 Jobs
 Total spend
 Applies

 0
 0

Manage job postings

		February 25				
ate	Position		Position			Full-time
osted	No.		Title	Location	RU	Part-time
8/20/2021	236-2021	ADMIN	Utilization Review Specialist	Fredericksburg	1000	
	047-2022	ADMIN	Medical Billing/Reimbursement Tech II	Fredericksburg	1000	
02/10/022	048-2022	ADMIN	Executive Associate	Fredericksburg	1000	
2/23/2022		ADMIN	Accounting Coordinator	Fredericksburg	1000	FT
				4		
1/10/2022	003-2022		Psychiatrist	Fredericksburg		FT
8/19/2020	134-2020		Emergency Services Therapist	Fredericksburg	2000/4000	time and the second
10/27/2021			ES Mobile Co-Repsonse Therapist	Fredericksburg	2000/4000	
6/9/2021	123-2021		Child/Adolescent ES Therapist	Fredericksburg	2070	
9/20/2021	265-2021		Peer Recovery Specialist MH	Fredericksburg	2200	
1/11/2022	005-2022		Clinical Outreach Therapist	Fredericksburg	2220	
1/26/2022	027-2022	CLINICAL	Health Educator	Fredericksburg	2200/4400	
1/28/2022	030-2022	CLINICAL	MH Therapist (Jail Based)	RRJ Stafford	2200-4200/6430	
	029-2022		MH Therapist	Stafford	2250/6430	
10/6/2021			School Based Therapist	Spotsylvania	2240	FT
	092-2020		Peer Specialist (Adult MH C. Mgmt)	Fredericksburg	2400	FT
	237-2021		Child/Adolescent Therapist	Spotsylvania	2400	FT
	022-2022		Adult MH Case Manager	Fredericksburg	2400	FT
10/26/2021			Diversion Case Manager	RRJ	2480	FT
9/21/2021			Family Support Peer	Spotsylvania	2500	FT
11/12/2021			Child/Adolescent MH Case Manager	Stafford	2500	
12/21/2021			Child/Adolescent MH Case Manager	Stafford	2500	
	200-2021		Therapist/Office On Youth	Fredericksburg	4200	PT/FT
	174-2021		S. A. Therapist	Fredericksburg	4220	
	146-2020		S. A. Therapist	Spotsylvania	4240	
	350-2021	CLINICAL	SA Therapist SA Therapist, Women's Services	Fredericksburg	4260	
		CLINICAL	MH/SA Therpaist - Detention Based	RRJ	4290	
	083-2021		SA Therapist/Case Manager	Fredericksburg	4296	
	056-2021	CLINICAL	SA Therapisucase Manager	River Club	4976	
	273-2021		Peer Recovery Specialist - Project LINK	Fredericksburg	2200/4200/6430	
	222-2021		MH/SA Therpaist, Outpatient		6430	
8/6/2021	221-2021	CLINICAL	MH Therapist (Intakes)	Fredericksburg 20		
	100 0001	000	MULNUSSE DNU DN	Crisis Stabilization	2770	FT
	169-2021	CSS	MH Nurse - RN/LPN	Crisis Stabilization	2770	
11/30/2021		CSS	MH Nurse - RN/LPN	Crisis Stabilization	2770	
11/18/2021		CSS	Intake Therapist		2770	
2/14/2022	049-2022	CSS	MH Residential Specialist	Crisis Stabilization	4	FI
						ET
	307-2021	CSS	Employment Manager	Kenmore Club	2680	
12/21/2021		CSS	MH Residential Counselor	Lafayette	2786	
	025-2022	CSS	MH Residential Counselor	Lafayette	2786	
11/17/2021		CSS	MH Residential Counselor II	Home Rd	2779	
11/17/2021		CSS	MH Residential Counselor II	Home Rd	2779	
	057-2022	CSS	MH Residential Counselor I	Home Rd	2778	
	023-2022	CSS	MH Residential Specialist - SAP	River Place	2782	
	006-2022	CSS	Therapist - ACT	401 Bridgewater	2372	
	007-2022	CSS	Mental Health Specialist	401 Bridgewater	2372	
	052-2022	CSS	Team Leader, ACT	401 Bridgewater	2372	
	054-2022	CSS	PSH Peer Specialist	401 Bridgewater	2760	
	021-2022	CSS	Infant/Child Support Coordinator	Fredericksburg	3500	FT
11/17/2021		CSS	Speech/Language Pathologist	PEID	3910	
	008-2022	CSS	Early Childhood Special Educator	PEID	3910	FT
	041-2022	CSS	Occupational Therapist	PEID	3910	FT
				1	Ð	
1/22/2022	020-2022	CSS	Direct Support Professional	RAAI Caroline	3651	PT
	045-2022	CSS	Day Support Lead Specialist	RAAI KH	3652	
12/14/2021		CSS	Direct Support Professional	RAALKH	3652	
12/28/2021		CSS	Direct Support Professional	RAAI KH	3652	
	156-2021	CSS	Direct Support Professional	RAAI KH	3652	
	158-2021	CSS	Direct Support Professional	RAAI KH	3652	
	158-2021	CSS	Direct Support Professional	RAAI KH	3652	
				RAALKH	3652	
	196-2021	CSS CSS	Direct Support Professional Direct Support Professional	RAALKH		PT
2/9/2022						

Date	Position		Position			Full-time/
	No.		Title	Location	RU	Part-time
1/22/2021		CSS	Direct Support Professional	RAAI Spotyslvania	3654	PT
7/26/2021		CSS	Direct Support Professional	RAAI Stafford	3655	PT
7/20/2021		CSS	Direct Support Professional	RAAI Stafford	3655	PT
8/10/2021		CSS	Direct Support Professional	RAAI Stafford	3655	PT
0/10/2021	227-2021	000	Bireer oupport i foreesterial	14		
7/07/2020	445 2020	CSS	ICF Nurse - LPN	Wolfe Street ICF	3771	FT
7/27/2020			ICF Nurse - LPN	Wolfe Street ICF	3771	
5/4/2021		CSS		Wolfe Street ICF		FT or PT
12/8/2020		CSS	ICF Nurse - LPN	Wolfe Street ICF	3771	
2/3/2022		CSS	ID Res. Counselor I	Wolfe Street ICF	3771	
2/17/2022		CSS	ID Res. Counselor I		3772	
12/6/2021		CSS	ID Res. Counselor I	Leeland Road	3772	
3/24/2020		CSS	ID Res. Counselor I	Leeland Road	3772	
12/10/2020		CSS	ID Res. Counselor I	Leeland Road		
2/4/2022	0422022	CSS	ID Res. Counselor I	Stonewall Estates	3773	
12/16/2021	340-2021	CSS	ID Res. Counselor I	Devon Drive	3774	
1/11/2021	339-2021	CSS	ID Res. Counselor I	Devon Drive	3774	
2/18/2022	055-2022	CSS	ID Res. Counselor I	Ruffins Pond	3775	
2/18/2022		CSS	ID Res. Counselor I	Ruffins Pond	3775	
2/24/2022		CSS	Group Home Manager	Piedmont	3776	
11/3/2021		CSS	ID Residential Counselor I	Piedmont	3776	
12/16/2021		CSS	ID Residential Counselor I	Piedmont	3776	
12/16/2021		CSS	ID Res. Counselor I	Igo Rd	3777	
8/9/2021		CSS	ID Res. Counselor I	ICF Ross	3792	
		CSS	ID Res. Counselor I	New Hope Estates	3778	
2/19/2021			ID Res. Counselor I	New Hope Estates	3778	
9/15/2021		CSS		New Hope Estates	3778	
10/12/2021		CSS	ID Res. Counselor I	Scottsdale Estates	3779	
1/26/2022		CSS	ID Res. Counselor I		3779	
9/10/2021		CSS	ID Res. Counselor I	Scottsdale Estates	3781	
1/21/2022		CSS	ID Res. Counselor I	Belmont SAP		
12/29/2021		CSS	ID Res. Counselor I	Churchill	3791	
8/10/2021	225-2021	CSS	ID Res. Counselor I	ICF Ross	3792	
11/19/2021	314-2021	CSS	ID Res. Counselor I (Overnights Only)	ICF Ross	3792	
1/28/2022	032-2022	CSS	ID Res. Counselor I	ICF Ross	3792	
2/14/2022	050-2022	CSS	ID Res. Counselor I	ICF Ross	3792	
10/12/2021	285-2021	CSS	ID Res. Counselor I	ICF Ross	3792	
8/27/2020		CSS	ICF Nurse - LPN	ICF Ross	3792	PT
1/28/2022		CSS	ID Res. Counselor I	ICF Lucas	3793	FT
1/28/2022		CSS	ID Res. Counselor I	ICF Lucas	3793	FT
2/14/2022		CSS	ID Res. Counselor I	ICF Lucas	3792	FT
9/20/2021		CSS	ID Res. Counselor I	ICF Lucas	3793	
		CSS	ICF Nurse - LPN	ICF Lucas	3793	
11/9/2020	190-2020	633		36		
	1					
Positions on			A ducto la functione Officer Occurrent	Frederickehurg	1000	FT
3/29/2021		ADMIN	Administration Office Support	Fredericksburg	2000/4000	
3/23/2020		CLINICAL		Fredericksburg		
9/25/2019		CLINICAL	Psychologist II	Stafford	2250	
8/18/2020	time to be a set of the set of th	CLINICAL		Fredericksburg	4200	
1/21/2022		CSS	Peer Coach	Crisis Stabilization	2770	
2/3/2022	037-2022	CSS	Peer Coach	Crisis Stabilization	2770	PT
					5	
				Total Open Postitions: 103		
-						
			1			

Promotion Temporary to Regular PRN As Needed to Full-Time Sub Total Internal Applicant Moves Total Applications Received: Actual Total of Applicants: Total External Offers Made: Total Internal Offers Made: PRN As Needed to Part-time Lateral Transfer Non-Lateral Change in Position Part-time to Full-time Full-time to Part-time Part-time to PRN As Needed Internal Applicants Moved: Full-time to PRN As Needed Part-time Full-time Sub Total External Applicants Hired MONTHLY RECRUITMENT External Applicants Hired: **Total Positions Filled:** JANUARY **23** 15 ∞ 8 20 62 ۳ -4 Ц <u>ــ</u> FEBRUARY 11 16 65 27 00 თ **19** μ MARCH APRIL MAY JUNE JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER TOTAL YTD

RECRUITMENT REPORT 2022



MEMORANDUM

To: Jane Yaun, Executive Director

From: Michelle Runyon, Human Resources Director

Date: March 3, 2022

Re: Summary – Retention Report – February 2022

Human Resources processed a total of thirteen employee separations for the month of February, 2022. Of the separations eleven were voluntary. Ten of the employees were full-time, three were part-time.

Resignations were submitted due to other employment (1), personal reasons (7), and job abandonment (2).

According to the attached report, the Retention Rate for January was 96% and the turnover rate was 2 %. Annualized turnover comparison is included.

RACSB RETENTION & TURNOVER REPORT Feb-22

ORGANIZATIONAL UNIT	NUMBER OF TERMS	VOLUNTARY	INVOLUNTARY	EXPLANATION
Administrative	1	1	0	Resigned w/out notice
	1	1	0	Other Employment
Unit Totals	2	2	0	
Clinical Services	1	1	0	Staving home
Unit Totals	The second second second second	Sector Data and	0	
Community Support Services	з	з	0	Job Dissatisfaction
	2	0	2	Termination

rotal Employees for the Worth	06.00%
	A 00%
	N N

Grand Totals for the Month

ta

11

N

Unit Totals

10

80

N

ωN

ωN

00

Job Abondonment Personal Reasons

Total Separations	13
Part-time Separations	23.00%
Full-time Senarations	77.00%

Employees	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	<u>Sep-19</u>	Oct-19	Nov-19	Dec-19	2019 Year End
Average Total Positions	616	616	616	616	616	616	616	616	616	616	616	616	
Monthly Terminations*	8	9	8	18	6	5	10	17	14	7	6	4	
Turnover by Month YTD	1.30%	0.97%	1.30%	2.92%	1.46%	0.81%	1.62%	2.76%	2.27%	1.14%	0.97%	0.65%	
Cumulative Turnover YTD	0.16%	2.27%	3.57%	6.49%	7.95%		10.39%	13.15%	15.42%	16.56%	17.53%	18.18%	
Average % Turnover per Month YTD	0.16%	1.14%	1.19%	1.62%			1.48%	1.64%	1.71%	1.66%	1.59%	1.52%	
*Monthly Terminations Do Not Include: Employee Retirements, Employees Not Able to Return from Disability Leave, Em	Employee R	etirements, E	mployees	Not Able t	o Return fr	om Disabi	lity Leave,	Employees	Not Com	oleting NE	D, Interns/	ployees Not Completing NEO, Interns/Volunteers	
RACSB Turnover 2020													
Employees	Jan-20	Feb-20	Mar-20	Apr-20	<u>May-20</u>	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	2020 Year End
Average Total Positions	624	624	624	624	624	624	624	624	624	624	624	624	
Monthly Terminations*	00	ω	10	7	4	7	11	16	11	17	12	6	
Turnover by Month YTD	1.28%	0.48%	1.60%	1.12%	0.64%	1.12%	1.76%	2.56%	1.76%	2.72%	1.92%	0.96%	
Cumulative Turnover YTD	0.16%	1.76%	3.37%	4.49%	5.13%	6.25%	8.01%	10.58%	12.34%	15.06%	16.99%	17.95%	
Average % Turnover per Month YTD	0.16%	0.88%	1.12%	1.12%			1.14%	1.32%	1.37%	1.51%	1.54%	1.50%	
Employage	*Monthly Terminations Do Not Include: Employee Retirements, Employees Not Able to Return from Disability Leave, Em RACSB Turnover 2021	etirements, l	Imployees	Not Able t	o Return fr	rom Disabi	lity Leave,	Employees	, Not Com	oleting NE	D, Interns/	ployees Not Completing NEO, Interns/Volunteers	
CIIIDIOACCO	Employee Ru Jan-21	etirements, I <u>Feb-21</u>	Employees Mar-21	Not Able t <u>Apr-21</u>	o Return fr <u>May-21</u>	rom Disabi	ility Leave, Jul-21	Employees Aug-21	s Not Com Sep-21	pleting NE Oct-21	O, Interns/ Nov-21	Volunteer <u>Dec-21</u>	2021 Ye
Average Total Positions	Employee Ro	etirements, <u>Feb-21</u> 601	Employees Mar-21 601	Not Able t Apr-21 601	o Return fr <u>May-21</u> 601	rom Disabi	ility Leave, <u>Jul-21</u> 601	Employees Aug-21 601	5 Not Com Sep-21 601	Deting NE	O, Interns/ <u>Nov-21</u> 601	Volunteer Dec-21 601	<u>2021 Ye</u>
Average Total Positions Monthly Terminations*	Employee Ru Jan-21 601 10	etirements, <u>Feb-21</u> 601 4	Employees <u>Mar-21</u> 601 6	Not Able t <u>Apr-21</u> 601 13	o Return fr <u>May-21</u> 601 13	rom Disabi	llity Leave, <u>Jul-21</u> 601 13	Employees Aug-21 601 6	s Not Com Sep-21 601 13	Deting NE	O, Interns/ <u>Nov-21</u> 601 11	Volunteer Dec-21 601 15	2021 Ye
Average Total Positions Monthly Terminations* Turnover by Month YTD	Employee R Jan-21 601 10 1.66%	etirements, <u>Feb-21</u> 601 4 0.67%	Mar-21 601 1.00%	Not Able t Apr-21 601 13 2.16%	o Return fr May-21 601 13 2.16%	rom Disabi Jun-21 601 13 2.16%	<u>Jul-21</u> 601 13 2.16%	Employees Aug-21 601 6 1.00%	s Not Com Sep-21 601 13 2.16%	pleting NE <u>0ct-21</u> 601 11 1.83%	O, Interns/ Nov-21 601 11 1.83%	Volunteer <u>Dec-21</u> 601 15 2.50%	<u>2021 Ye</u>
Average Total Positions Average Total Positions Monthly Terminations* Turnover by Month YTD Cumulative Turnover YTD	Employee R Jan-21 601 10 1.66% 0.17%	etirements, <u>Feb-21</u> 601 4 0.67% 2.33%	Mar-21 601 1.00% 3.33%	Not Able t Apr-21 601 13 2.16% 5.49%	o Return fr May-21 601 13 2.16% 7.65%	rom Disabi Jun-21 601 2.16% 9.81%	liity Leave, <u>Jul-21</u> 601 13 2.16% 11.97%	Employees Aug-21 601 6 1.00% 12.97%	5 Not Com Sep-21 601 13 2.16% 15.13%	Deting NE	O, Interns/ <u>Nov-21</u> 601 11 1.83% 18.79%	Volunteer <u>Dec-21</u> 601 15 2.50% 21.29%	1.50 2021 Year End 60 12 21.30 21.29
Average Total Positions Gold Go	Employee R <u>Jan-21</u> 601 10 1.66% 0.17% 0.17% Employee R	etirements, Feb-21 601 2.33% 1.16%	 Mar-21 601 1.00% 3.33% 1.11%	Not Able t Apr-21 601 13 2.16% 5.49% 1.37%	o Return fr <u>May-21</u> 601 13 2.16% 7.65% 1.53%	rom Disabi	<u>Jul-21</u> 601 13 2.16% 11.97% 1.71%	Employees <u>Aug-21</u> 601 1.00% 12.97% 1.62% Employees	Sep-21 501 5.13% 1.68%	Oct-21 601 11 11 1.83% 16.96% 1.70% 1.70%	O, Interns/ <u>Nov-21</u> <u>601</u> <u>11</u> <u>1.83%</u> <u>1.83%</u> <u>1.71%</u> O, Interns/	Volunteer: <u>Dec-21</u> <u>601</u> <u>15</u> <u>2.50%</u> <u>21.29%</u> <u>1.94%</u>	<u>2021 Ye</u>
Average Total Positions Average Total Positions Monthly Terminations* Turnover by Month YTD Cumulative Turnover YTD Average % Turnover per Month YTD Average % Turnover per Month YTD *Monthly Terminations Do Not Include: *Monthly Terminations Do Not Include:	Employee R <u>Jan-21</u> 601 10 1.66% 0.17% 0.17% Employee R	etirements, <u>Feb-21</u> 601 2.33% 1.16% etirements,	mployees <u>Mar-21</u> 601 1.00% 3.33% 1.11%	Not Able t <u>Apr-21</u> 601 13 2.16% 5.49% 1.37% Not Able t	o Return fr <u>May-21</u> 601 13 2.16% 7.65% 1.53% 0 Return f	.om Disabi	lity Leave, <u>Jul-21</u> 601 13 2.16% 11.97% 1.71%	Employees 601 601 1.00% 12.97% 1.62% Employees	Not Com Sep-21 601 13 2.16% 15.13% 1.68%	Oct-21 601 11 11 16.96% 1.70% 1.70% 1.70%), Interns/ <u>Nov-21</u> 601 11 1.83% 1.879% 1.71% 0, Interns,	Volunteer: 601 15 2.50% 21.29% 1.94%	<u>2021 Y</u>
Average Total Positions Monthly Terminations* Turnover by Month YTD Cumulative Turnover YTD Average % Turnover per Month YTD Average % Turnover per Month YTD *Monthly Terminations Do Not Include: *Monthly Terminations Do Not Include: <u>Employees</u>	Employee Ru <u>Jan-21</u> 601 10 1.66% 0.17% Employee R	etirements, Feb-21 601 2.33% 1.16% etirements,	Employees	Not Able t Apr-21 601 13 2.16% 5.49% 1.37% Not Able t	o Return fr <u>May-21</u> 601 13 2.16% 7.65% 1.53% 0 Return fr	rom Disabi	<u>Jul-21</u> 601 13 2.16% 11.97% 1.71%	Employees 601 601 1.00% 12.97% 1.62% Employees	Sep-21 601 13 2.16% 15.13% 1.68% 5 Not Com	Deting NE	O, Interns/	Volunteer: 601 15 2.50% 21.29% 1.94% 1.94% Dec-22	<u>2021 Ye</u>
Average Total Positions Monthly Terminations* Turnover by Month YTD Cumulative Turnover Per Month YTD Average % Turnover per Month YTD *Monthly Terminations Do Not Include: *Monthly Terminations Do Not Include: RACSB Turnover 2022 RACSB Turnover 2022 Average Total Positions	Employee R Jan-21 601 10 1.66% 0.17% 0.17% Employee R 500	etirements, <u>Feb-21</u> 601 0.67% 2.33% 1.16% etirements, 600	 mployees Mar-21 	Not Able t Apr-21 601 13 2.16% 5.49% 1.37% Not Able t Apr-22 600	o Return fr <u>May-21</u> 601 13 2.16% 7.65% 1.53% 1.53% 600	rom Disabi 601 6.1 2.16% 9.81% 1.64% 1.64% 1.64% 1.64%	<u>Jul-21</u> 601 13 2.16% 11.97% 1.71% 1.71% 600	Employees 601 601 6 1.00% 12.97% 12.97% 1.62% Employees Employees 600	Sep-21 501 13 2.16% 15.13% 15.13% 1.68% 5 Not Com 5 Not Com 600	Oct-21 601 11 11 1.83% 16.96% 16.70% 1.70% Deting NE 600	O, Interns/ <u>Nov-21</u> <u>601</u> <u>11</u> <u>1.83%</u> <u>18.79%</u> <u>18.79%</u> <u>18.79%</u> <u>0, Interns/</u> <u>Nov-22</u> <u>600</u>	Volunteer: 601 15 2.50% 21.29% 1.94% 1.94% 1.94% 0ec-22 600	<u>2021 Ye</u>
Average Total Positions Average Total Positions Monthly Terminations* Turnover by Month YTD Cumulative Turnover PTD Average % Turnover per Month YTD *Monthly Terminations Do Not Include: *Monthly Terminations Do Not Include: RACSB Turnover 2022 RACSB Turnover 2022 Average Total Positions Average Number of PRN's	Employee R <u>Jan-21</u> 601 10 1.66% 0.17% 0.17% Employee R <u>Jan-22</u> 43	etirements, l <u>Feb-21</u> 601 2.33% 2.33% 1.16% etirements, 600	Imployees Mar-21 601 601 1.00% 3.33% 1.11% Employees Mar-22 600	Not Able t <u>Apr-21</u> 601 13 2.16% 5.49% 1.37% Not Able t 600	o Return fr <u>May-21</u> 601 13 2.16% 7.65% 1.53% 0 Return f	om Disabi	lity Leave, 601 13 2.16% 11.97% 1.71% 1.71% Jul-22 600	Employees <u>Aug-21</u> 601 6 1.00% 12.97% 12.97% 1.62% Employees <u>Aug-22</u> 600	. Not Com <u>Sep-21</u> 601 13 2.16% 15.13% 1.58% <u>Sep-22</u> 600	Sleting NE <u>Oct-21</u> <u>601</u> <u>11</u> <u>1.83%</u> <u>16.96%</u> <u>1.70%</u> <u>0ct-22</u> <u>600</u>) , Interns/ 601 11 1.83% 18.79% 18.79% 1.71% 0 , Interns, 600	Volunteer: 601 15 2.50% 21.29% 21.29% 1.94% 1.94% 1.94% 0 <u>Dec-22</u> 600	1.50 <u>2021 Year End</u> 60 11.29 21.29 1.94 <u>2022 Year End</u> 60
Average Total Positions Average Total Positions Monthly Terminations* Turnover by Month YTD Cumulative Turnover PTD Average % Turnover per Month YTD *Monthly Terminations Do Not Include: RACSB Turnover 2022 RACSB Turnover 2022 Average Total Positions Average Total Positions Average Number of PRN's Monthly Terminations*	Employee R <u>Jan-21</u> 601 10 1.66% 0.17% 0.17% Employee R <u>Jan-22</u> 600 43	etirements, l <u>Feb-21</u> 601 4 0.67% 2.33% 1.16% etirements, 600 43	Employees <u>Mar-21</u> <u>6</u> <u>1.00%</u> <u>3.33%</u> <u>1.11%</u> <u>Mar-22</u> <u>600</u>	Not Able t <u>Apr-21</u> 601 13 2.16% 5.49% <u>1.37%</u> Not Able t <u>Apr-22</u> 600	o Return fr <u>May-21</u> 601 13 2.16% 7.65% 1.53% 0 Return fr 600	om Disabi	lity Leave, 601 13 2.16% 11.97% 1.71% 1.71% <u>Jul-22</u> 600	Employees 601 601 6 1.00% 12.97% 1.62% Employees Employees 600	Not Com <u>Sep-21</u> 601 13 2.16% 15.13% 1.68% <u>Sep-22</u> 600	Oct-21 601 11 11 16.96% 1.70% 1.70% 1.70% 0ct-22 600), Interns/ 601 11 1.83% 18.79% 18.79% 1.71% 0, Interns, 600	Volunteer: 601 15 2.50% 21.29% 1.94% 1.94% <u>1.94%</u> 600	<u>2021 Ye</u>
Average Total Positions Monthly Terminations* Turnover by Month YTD Cumulative Turnover YTD Average % Turnover per Month YTD *Monthly Terminations Do Not Include: RACSB Turnover 2022 RACSB Turnover 2022 Average Total Positions Average Number of PRN's Monthly Terminations* Turnover by Month YTD	Employee R <u>Jan-21</u> 601 10 1.66% 0.17% 0.17% Employee R <u>Jan-22</u> 600 43 1.83%	etirements, <u>Feb-21</u> 601 4 0.67% 2.33% 1.16% 1.16% <u>Feb-22</u> 600 43 2.17%	Employees 601 601 63.33% 3.33% 1.11% Mar-22 600 600	Not Able t <u>Apr-21</u> 601 13 2.16% 5.49% 1.37% Not Able t 600	o Return fr <u>May-21</u> 601 13 2.16% 7.65% 1.53% 0 Return fr 600	.om Disabi	lity Leave, <u>jul-21</u> 601 13 2.16% 11.97% 1.71% 1.71% 1.71% 600	Employees 601 601 6 1.00% 12.97% 12.97% 1.62% Employees Employees 600	Not Com <u>Sep-21</u> 601 13 2.16% 15.13% 1.68% 1.68% 5. Not Com	Oct-21 601 11 11 16.96% 1.70% 17.70% 1.70% 0ct-22 600), Interns/ 601 11 1.83% 1.71% 0, Interns, 600	Volunteer: <u> Dec-21</u> 601 15 2.50% 21.29% 1.94% 1.94% 1.94% 500 600	<u>2021 Ye</u>
Average Total Positions Monthly Terminations* Turnover by Month YTD Cumulative Turnover Per Month YTD Average % Turnover per Month YTD *Monthly Terminations Do Not Include: *Monthly Terminations Do Not Include: <u>Employees</u> Average Total Positions Average Number of PRN's Monthly Terminations* Turnover by Month YTD Cumulative Turnover YTD	Employee R <u>Jan-21</u> 601 10 1.66% 0.17% Employee R <u>Jan-22</u> 600 43 11 1.83%	etirements, <u>Feb-21</u> 601 2.33% 2.33% 1.16% 1.16% 4 900 43 2.17% 4.00%	mployees	Not Able t <u>Apr-21</u> 601 13 2.16% 5.49% 1.37% Not Able t 600	o Return fr <u>May-21</u> 601 601 13 2.16% 7.65% 7.65% 1.53% 0 Return fr 600	.om Disabi	lity Leave, <u>Jul-21</u> 601 13 2.16% 11.97% 1.71% 1.71% 1.71% 1.71%	Employees 601 601 6 1.00% 12.97% 12.9	Not Com Sep-21 601 13 2.16% 15.13% 1.68% 5.Not Com 600	Oct-21 601 11 11 1.83% 1.6.96% 1.70% 1.70% Pleting NE 600), Interns/ 601 1.1 1.83% 1.71% 0, Interns, 600 600	Volunteer: <u>Dec-21</u> <u>601</u> <u>15</u> <u>2.50%</u> <u>21.29%</u> <u>1.94%</u> <u>1.94%</u> <u>Dec-22</u> <u>600</u>	<u>2021 Ye</u>

*Monthly Terminations Do Not Include: Employee Retirements, Employees Not Able to Return from Disability Leave, Employees Not Completing NEO, Interns/Volunteers