



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

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NOTICE

To: Personnel Committee
Susan Gayle, Glenna Boerner, Claire Curcio, Sarah Ritchie, Greg Sokolowski,
Carol Walker

From: Joseph Wickens
Executive Director

Subject: Personnel Committee Meeting
June 13, 2023, 12:30 PM
600 Jackson Street, Board Room 208, Fredericksburg, VA

Date: June 9, 2023

A Personnel Committee Meeting has been scheduled for Tuesday, June 13, 2023 at 12:30 PM.
The meeting will be held at 600 Jackson Street, Board Room 208, Fredericksburg VA 22401.

Looking forward to seeing you on June 13, 2023 at 12:30PM.

Cc: Susan Gayle, Chairperson

RAPPAHANNOCK AREA COMMUNITY SERVICES BOARD

PERSONNEL COMMITTEE MEETING

June 13, 2023 12:30 PM

In-person

600 Jackson Street, Room 208

Fredericksburg, VA 22401

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RappahannockAreaCSB.org

MEMORANDUM

To: Joe Wickens, Executive Director

From: Teresa McDonnel, Lead Human Resources Specialist

Date: June 2, 2023

Re: Summary – May 2023 EEO Report and Recruitment Update

RACSB received **155** applications through May 31, 2023. This is an **increase** of **7.64%** compared to the month of April 2023, and an **increase** of **124.64%** when compared to the month of May 2022.

RACSB received **1,500** resumes and advertised **20** positions through Indeed for **May 2023**.

Of the applications received, 81 applicants listed the RACSB applicant website as their recruitment source, 32 stated employee referrals as their recruitment source, and 28 listed Indeed.com as their recruitment source.

According to the attached list, there are currently **99** open positions. New positions account for **7** 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 **May 2023**.

EEO Report 2023

APPLICANT DATA	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23
Female	31	45	30	41	35	29	25	22	46	33	51	65	60
Male	13	11	9	11	12	4	2	8	5	27	6	11	23
Not Supplied	25	33	44	38	36	35	29	41	54	39	49	68	72
Total	69	89	83	90	83	68	56	71	105	99	106	144	155
ETHNICITY													
Caucasian	22	30	19	30	28	14	17	9	39	27	31	44	42
African American	17	24	17	18	19	16	7	19	18	26	25	32	37
Hispanic	5	3	4	5	2	5	1	2	8	7	7	3	3
Asian	1			1		1	2	1	1	3	2	1	1
American Indian	1	1	1		1	1							1
Native Hawaiian										2			
Two or More Races													
RECRUITMENT SOURCE													
Newspaper Ads						1		4	2	3		1	2
RACSB Website	28	39	28	31	28	26	25	27	48	53	45	42	81
RACSB Intranet	5	7	3	6	6	2	1	2	2	7	4	5	11
Employee Referrals	18	30	29	30	27	23	19	22	37	26	35	48	32
Radio Ads	1			4			1					2	2
Indeed.com	11	15	11	13	24	13	9	16	19	9	22	31	28
VA Employment Commission	7	2	2	1			2	4		2	2		1
Monster.com													
Other -	3	4	5	2	2	2	2	2	1	6	1	4	5
Colleges/Handshake		1									1		
Facebook									1				
Multi Site Search		1	1	2	2						1	1	1
NHSC													
Linked In				1									
Goodwill referral													
Zip Recruiter					1	3	1		2	5	3	3	5
Job Fair		1			2		2	2	2	2	1	2	
Total # of Applicants	52	77	59	72	64	57	42	60	75	62	83	115	110

Open Positions Report		5/31/2023						
Date Posted	Position No.		Position Title	Location	RU	Full-time/ Part-time	Exempt/ Non-Exempt	Leadership/ Other
5/27/2022	127-2022	ADMIN	Property Maintenance Technician	Fredericksburg		1000 FT	Non-Exempt	Other
4/26/2023	094-2023	ADMIN	Assistant IT Coordinator	Fredericksburg		1000 FT	Exempt	Leadership
5/5/2023	078-2023	ADMIN	Accounts Payable Technician	Fredericksburg		1000 FT	Non-Exempt	Other
5/23/2023	106-2023	ADMIN	IT Data Analyst	Fredericksburg		1000 FT	Non-Exempt	Other
					4			
6/1/2022	125-2022	CLINICAL	MH Therapist	Caroline		2210 FT	Exempt	Other
11/18/2022	298-2022	CLINICAL	MH/SA Outpatient Therapist	Caroline		2210 FT	Exempt	Other
1/26/2021	350-2021	CLINICAL	SA Therapist, Women's Services	Fredericksburg		4260 FT	Exempt	Other
3/24/2021	056-2021	CLINICAL	SA Therapist/Case Manager	Fredericksburg		4296 FT	Exempt	Other
6/9/2021	123-2021	CLINICAL	Child/Adolescent ES Therapist	Fredericksburg		2070 FT	Exempt	Other
7/13/2021	174-2021	CLINICAL	S. A. Therapist	Fredericksburg		4220 FT	Exempt	Other
7/23/2021	200-2021	CLINICAL	Therapist/Office On Youth	Fredericksburg		4200 PT/FT	Exempt	Other
1/10/2022	003-2022	CLINICAL	Psychiatrist	Fredericksburg		FT	Exempt	Other
7/20/2022	183-2022	CLINICAL	Emergency Services Therapist - Overnight	Fredericksburg		2000/4000 FT	Exempt	Other
1/20/2023	003-2023	CLINICAL	Child/Adolescent ES Therapist	Fredericksburg		2070 FT	Exempt	Other
1/20/2023	004-2023	CLINICAL	Child/Adolescent ES Therapist	Fredericksburg		2070 FT	Exempt	Other
2/24/2023	030-2023	CLINICAL	MH Therapist - Intakes	Fredericksburg		6430 FT	Exempt	Other
3/9/2023	048-2023	CLINICAL	MH/Substance Abuse Therapist	Fredericksburg		2220/4200/6430 FT	Exempt	Other
3/27/2023	072-2023	ADMIN	Office Associate II	Fredericksburg		1100 FT	Non-Exempt	Other
3/28/2023	076-2023	CLINICAL	Asst. Coordinator, Emergency Svcs - Comm Based	Fredericksburg		2000/4000 FT	Exempt	Leadership
3/29/2023	080-2023	ADMIN	Office Associate II	Fredericksburg		1100 FT	Non-Exempt	Other
4/3/2023	083-2023	CLINICAL	Psychiatric Nurse Practitioner	Fredericksburg		2200 FT	Exempt	Other
9/27/2022	246-2022	CLINICAL	MH Nurse - LPN/RN	Outpatient Clinics		2201 FT	Exempt	Other
4/28/2021	083-2021	CLINICAL	MH/SA Therapist - Detention Based	RRJ		4290 FT	Exempt	Other
5/16/2023	006-2023	CLINICAL	SA Peer Specialist	RRJ		4290 FT	Non-Exempt	Other
4/18/2023	090-2023	CLINICAL	MH/SA Therapist - Detention Based	RRJ		4290 FT	Exempt	Other
4/18/2023	092-2023	CLINICAL	Therapist - Jail Diversion	RRJ		5970 FT	Exempt	Other
12/1/2022	306-2022	CLINICAL	Substance Abuse Therapist (P&P)	RRJ Stafford		4200 FT	Exempt	Other
9/21/2021	199-2021	CLINICAL	Family Support Peer	Spotsylvania		2500 PT	Non-Exempt	Other
4/15/2022	106-2022	CLINICAL	Child/Adolescent Therapist (Safe Harbour)	Spotsylvania		2400 FT	Exempt	Other
1/28/2022	029-2022	CLINICAL	MH Therapist	Stafford		2250/6430 FT	Exempt	Other
7/8/2022	172-2022	CLINICAL	Child/Adolescent MH Case Manager	Stafford		2500 FT	Exempt	Other
8/22/2022	227-2022	CLINICAL	Child/Adolescent Therapist	Stafford		2200/6430 FT	Exempt	Other
8/30/2022	240-2022	CLINICAL	Senior Child & Adolescent Case Manager	Stafford		2500 FT	Exempt	Other
1/5/2023	325/2022	CLINICAL	MH/Substance Abuse Therapist	Stafford		2250/4250 FT	Exempt	Other
4/10/2023	089-2023	CLINICAL	MH/Substance Abuse Therapist	Stafford		2250/4250 FT	Exempt	Other
					31			
6/10/2022	148-2022	CSS	Nurse Manager - RN	Crisis Stabilization		2770 FT	Exempt	Leadership
9/13/2022	253-2022	CSS	MH Nurse - RN/LPN	Crisis Stabilization		2770 FT	Exempt	Other
12/1/2022	303-2022	CSS	Cook	Crisis Stabilization		2770 FT	Non-Exempt	Other
12/28/2022	320-2022	CSS	Peer Recovery Specialist	Crisis Stabilization		2770 FT	Non-Exempt	Other
2/17/2023	034-2023	CSS	MH Residential Specialist	Crisis Stabilization		2770 FT	Non-Exempt	Other
3/3/2023	043-2023	CSS	Coordinator	Crisis Stabilization		2770 FT	Exempt	Leadership
3/15/2023	059-2023	CSS	Therapist	Crisis Stabilization		2770 FT	Exempt	Other
3/15/2023	057-2023	CSS	MH Residential Specialist	Crisis Stabilization		2770 FT	Non-Exempt	Other
3/15/2023	058-2023	CSS	MH Residential Specialist	Crisis Stabilization		2770 FT	Non-Exempt	Other
					9			
5/24/2022	129-2022	CSS	Develpmental Svcs Support Coordinator	Stafford		3400 FT	Exempt	Other
12/1/2022	305-2022	CSS	Office Associate II - ACT South	401 Bridgewater		2372 FT	Non-Exempt	Other
12/28/2022	318-2022	CSS	Psychoosocial Advocate	Kenmore Club		2680 FT	Non-Exempt	Other
1/30/2023	019-2023	CSS	MH Supv Apartment Asst. Mgr	Lafayette		2786 FT	Exempt	Leadership
8/1/2022	309-2021	CSS	Speech/Language Pathologist	PEID		3910 FT	Exempt	Other
2/1/2023	023-2023	CSS	Office Associate II	PEID		3910 FT	Non-Exempt	Other
4/3/2023	081-2023	CSS	Infant/Child Support Coordinator	PEID		3910 FT	Exempt	Other
5/19/2023	105-2023	CSS	Office Manager II, PSH	PSH		2760 FT	Non-Exempt	Other
					8			
6/24/2021	158-2021	CSS	Direct Support Professional - Day Support	RAAI KH		3652 PT	Non-Exempt	Other
6/24/2021	159-2021	CSS	Direct Support Professional - Day Support	RAAI KH		3652 PT	Non-Exempt	Other
7/26/2021	196-2021	CSS	Direct Support Professional - Day Support	RAAI KH		3652 PT	Non-Exempt	Other
2/6/2022	308-2022	CSS	Direct Support Professional - Day Support	RAAI KH		3652 PT	Non-Exempt	Other
2/9/2022	046-2022	CSS	Direct Support Professional - Day Support	RAAI KH		3652 PT	Non-Exempt	Other
7/11/2022	174-2022	CSS	Direct Support Professional - ICF Team	RAAI KH		3656 PT	Non-Exempt	Other
5/4/2023	095-2023	CSS	RAAI Assistant Site Leader	RAAI KH		3652 FT	Exempt	Leadership
5/19/2023	103-2023	CSS	Direct Support Professional - ICF Team	RAAI KH		3656 PT	Non-Exempt	Other
5/19/2023	104-2023	CSS	Direct Support Professional - Day Support	RAAI SP		3654 FT	Non-Exempt	Other
5/19/2023	100-2023	CSS	Direct Support Professional - Day Support	RAAI ST		3655 PT	Non-Exempt	Other
5/19/2023	101-2023	CSS	Direct Support Professional - Day Support	RAAI ST		3655 PT	Non-Exempt	Other
					11			
11/9/2020	196-2020	CSS	ICF Nurse - LPN	ICF Lucas		3793 FT	Exempt	Other
1/30/2023	018-2023	CSS	ICF Nurse - LPN	ICF Lucas		3793 FT	Exempt	Other
2/17/2023	029-2023	CSS	Assistant Group Home Manager	ICF Lucas		3793 FT	Exempt	Leadership
8/27/2020	141-2020	CSS	ICF Nurse - LPN	ICF Ross		3792 PT	Exempt	Other
7/12/2022	179-2022	CSS	Direct Support Professional - ICF	ICF Ross		3792 PT	Non-Exempt	Other
2/1/2023	021-2023	CSS	Intermediate Care Facility Manager	ICF Ross		3792 FT	Exempt	Leadership
3/10/2023	053-2023	CSS	Direct Support Professional - ICF	ICF Ross		3792 PT	Non-Exempt	Other
4/10/2023	088-2023	CSS	Direct Support Professional - ICF	ICF Ross		3792 FT	Non-Exempt	Other
7/27/2020	115-2020	CSS	ICF Nurse - LPN	Wolfe Street ICF		3771 FT	Exempt	Other
12/8/2020	218-2020	CSS	ICF Nurse - LPN	Wolfe Street ICF		3771 FT or PT	Exempt	Other

Date Posted	Position No.		Position Title	Location	RU	Full-time/ Part-time	Exempt/ Non-Exempt	Leadership/ Other
5/4/2021	089-2021	CSS	ICF Nurse - LPN	Wolfe Street ICF		3771 FT	Exempt	Other
4/10/2023	087-2023	CSS	Intermediate Care Facility Manager	Wolfe Street ICF		3771 FT	Exempt	Leadership
					12			
3/15/2023	055-2023	CSS	Direct Support Professional - Residential	Belmont SAP		3781 FT	Non-Exempt	Other
12/29/2021	348-2021	CSS	Direct Support Professional - Residential	Churchill		3791 PT	Non-Exempt	Other
2/10/2023	025-2023	CSS	Direct Support Professional - Residential	Churchill		3791 PT	Non-Exempt	Other
6/23/2022	178-2021	CSS	Direct Support Professional - Residential	Galveston Rd		3790 PT	Non-Exempt	Other
6/3/2022	078-2022	CSS	Direct Support Professional - Residential	Igo Rd		3777 PT	Non-Exempt	Other
4/18/2023	153-2022	CSS	Direct Support Professional - Residential	Igo Rd		3777 PT	Non-Exempt	Other
8/30/2022	244-2022	CSS	Direct Support Professional - Residential	Leeland Road		3772 PT	Non-Exempt	Other
10/13/2022	275-2022	CSS	Direct Support Professional - Residential	Leeland Road		3772 PT	Non-Exempt	Other
2/17/2023	031-2023	CSS	Group Home Manager	Leeland Road		3772 FT	Exempt	Leadership
2/24/2023	039-2023	CSS	Assistant Group Home Manager	Leeland Road		3772 FT	Exempt	Leadership
3/28/2023	070-2023	CSS	Direct Support Professional - Residential	Merchants Square SAP		3784 FT	Non-Exempt	Other
9/29/2022	271-2022	CSS	Direct Support Professional - Residential	Myers Drive Respite		3794 PT	Non-Exempt	Other
9/29/2022	274-2022	CSS	Direct Support Professional - Residential	Myers Drive Respite		3794 PT	Non-Exempt	Other
9/30/2022	270-2022	CSS	Direct Support Professional - Residential	Myers Drive Respite		3794 FT	Non-Exempt	Other
1/20/2023	324-2022	CSS	Direct Support Professional - Residential	New Hope		3778 PT	Non-Exempt	Other
2/10/2023	026-2023	CSS	Direct Support Professional - Residential	Piedmont		3776 PT	Non-Exempt	Other
3/15/2023	062-2023	CSS	Assistant Group Home Manager	Piedmont		3776 FT	Exempt	Leadership
4/5/2023	084-2023	CSS	Asst. Coordinator, ID Residential Svcs	River Club		14 FT	Exempt	Leadership
2/18/2022	056-2022	CSS	Direct Support Professional - Residential	Ruffins Pond		3775 PT	Non-Exempt	Other
1/26/2022	026-2022	CSS	Direct Support Professional - Residential	Scottsdale Estates		3779 PT	Non-Exempt	Other
1/13/2023	008-2023	CSS	Direct Support Professional - Residential	Scottsdale Estates		3779 FT	Non-Exempt	Other
7/18/2022	187-2022	CSS	Direct Support Professional - Residential	Stonewall Estates		3773 PT	Non-Exempt	Other
7/18/2022	188-2022	CSS	Direct Support Professional - Residential	Stonewall Estates		3773 PT	Non-Exempt	Other
2/24/2023	038-2023	CSS	Direct Support Professional - Residential	Stonewall Estates		3773 FT	Non-Exempt	Other
					24			
Positions on Hold								
3/23/2020	056-2020	CLINICAL	Lead, ES Therapist	Fredericksburg		2000/4000 FT	Exempt	Leadership
8/18/2020	127-2020	CLINICAL	Drug Court Surveillance Officer	Fredericksburg		4200 PT	Non-Exempt	Other
3/29/2021	058-2021	ADMIN	Administration Office Support	Fredericksburg		1000 FT	Non-Exempt	Other
9/15/2022	260-2022	CSS	Nurse Manager II	ID/DD		Split FT	Exempt	Leadership
9/25/2019	189-2019	CLINICAL	Psychologist II	Stafford		2250 FT	Exempt	Other
			Total Open Positions:		99			

RECRUITMENT REPORT 2023

<u>MONTHLY RECRUITMENT</u>	<u>JANUARY</u>	<u>FEBRUARY</u>	<u>MARCH</u>	<u>APRIL</u>	<u>MAY</u>	<u>JUNE</u>	<u>JULY</u>	<u>AUGUST</u>	<u>SEPTEMBER</u>	<u>OCTOBER</u>	<u>NOVEMBER</u>	<u>DECEMBER</u>	<u>TOTAL YTD</u>
External Applicants Hired:													
Part-time	7	5	3	4	6								25
Full-time	6	10	13	13	19								61
Sub Total External Applicants Hired	13	15	16	17	25								86
Internal Applicants Moved:													
Full-time to PRN As Needed	4	3	3										10
Full-time to Part-time		1		1									2
Part-time to PRN As Needed													0
Part-time to Full-time													0
PRN As Needed to Part-time		1											1
Lateral Transfer		1		4	5								10
Non-Lateral Change in Position				1									1
Promotion	1	1	7	3	6								18
Temporary to Regular													0
PRN As Needed to Full-Time				1									1
Temporary Promotion					1								1
Intern to Full-time	1												1
Sub Total Internal Applicant Moves	6	7	10	10	12	0	0	0	0	0	0	0	45
													0
Total Positions Filled:	19	22	26	27	37								131
Total Applications Received:													
Actual Total of Applicants:	75	62	83	115	110								137
Total External Offers Made:	20	15	18	26	29								35
Total Internal Offers Made:	9	7	18	4	13								16

MEMORANDUM

To: Joe Wickens, Executive Director

From: Teresa McDonnel, Lead Human Resources Specialist

Date: June 2, 2023

Re: Summary – Retention Report – **May 2023**

Human Resources processed a total of **twelve** employee separations for the month of **May 2023**. Seven of the separations were voluntary and five were terminations for cause. Six of the employees were full-time, four were part-time, and two were PRN.

Three resignations were submitted due to other employment, five were for cause, two were due to personal reasons, one quit without notice, and one was unable to fulfill their PRN requirements.

According to the attached report, the Retention Rate for **May** was 98.31% and the turnover rate was 1.69%. Annualized turnover comparison is included.

RACSB RETENTION & TURNOVER REPORT
May-23

ORGANIZATIONAL UNIT	NUMBER OF TERMS	VOLUNTARY	INVOLUNTARY	EXPLANATION
Administrative	0	1	0	Personal
Unit Totals	0	1	0	
Clinical Services	0	0	0	Personal
	0	2	0	Other Employment
Unit Totals	0	2	0	
Community Support Services				
	0	0	5	Cause
	0	1	0	Other Employment
	0	1	0	Personal
	0	1	0	Quit without notice
	0	0	0	Moving
	0	1	0	PRN unable to fulfill PRN requirements
Unit Totals	0	4	5	
Grand Totals for the Month	0	7	5	

Total Employees for the Month	585
Retention Rate	98.31%
Turnover Rate	1.69%

Total Separations	12
Part-time Separations	50.00%
Full-time Separations	50.00%

RACSB Turnover 2020

<u>Employees</u>	<u>Jan-20</u>	<u>Feb-20</u>	<u>Mar-20</u>	<u>Apr-20</u>	<u>May-20</u>	<u>Jun-20</u>	<u>Jul-20</u>	<u>Aug-20</u>	<u>Sep-20</u>	<u>Oct-20</u>	<u>Nov-20</u>	<u>Dec-20</u>	<u>2020 Year End</u>
Average Total Positions	624	624	624	624	624	624	624	624	624	624	624	624	624
Monthly Terminations*	8	3	10	7	4	7	11	16	11	17	12	6	112
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%	17.95%
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%	17.95%
Average % Turnover per Month YTD	0.16%	0.88%	1.12%	1.12%	1.03%	1.04%	1.14%	1.32%	1.37%	1.51%	1.54%	1.50%	1.50%

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

RACSB Turnover 2021

<u>Employees</u>	<u>Jan-21</u>	<u>Feb-21</u>	<u>Mar-21</u>	<u>Apr-21</u>	<u>May-21</u>	<u>Jun-21</u>	<u>Jul-21</u>	<u>Aug-21</u>	<u>Sep-21</u>	<u>Oct-21</u>	<u>Nov-21</u>	<u>Dec-21</u>	<u>2021 Year End</u>
Average Total Positions	601	601	601	601	601	601	601	601	601	601	601	601	601
Monthly Terminations*	10	4	6	13	13	13	13	6	13	11	11	15	128
Turnover by Month YTD	1.66%	0.67%	1.00%	2.16%	2.16%	2.16%	2.16%	1.00%	2.16%	1.83%	1.83%	2.50%	21.30%
Cumulative Turnover YTD	0.17%	2.33%	3.33%	5.49%	7.65%	9.81%	11.97%	12.97%	15.13%	16.96%	18.79%	21.29%	21.29%
Average % Turnover per Month YTD	0.17%	1.16%	1.11%	1.37%	1.53%	1.64%	1.71%	1.62%	1.68%	1.70%	1.71%	1.94%	1.94%

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

RACSB Turnover 2022

<u>Employees</u>	<u>Jan-22</u>	<u>Feb-22</u>	<u>Mar-22</u>	<u>Apr-22</u>	<u>May-22</u>	<u>Jun-22</u>	<u>Jul-22</u>	<u>Aug-22</u>	<u>Sep-22</u>	<u>Oct-22</u>	<u>Nov-22</u>	<u>Dec-22</u>	<u>2022 Year End</u>
Average Total Positions	600	600	600	600	600	600	600	600	600	600	600	600	600
Average Number of PRN's	43	43	42	41	39	38	38	43	42	42	45	45	42
Monthly Terminations*	11	13	11	7	8	16	17	13	13	9	5	2	125
Turnover by Month YTD	1.83%	2.17%	1.83%	1.17%	1.33%	2.67%	2.83%	2.17%	2.17%	1.50%	0.83%	0.33%	20.83%
Cumulative Turnover YTD	0.17%	4.00%	5.83%	7.00%	8.33%	11.00%	13.83%	16.00%	18.17%	19.67%	20.50%	20.83%	20.83%
Average % Turnover per Month YTD	0.17%	2.00%	1.94%	1.75%	1.67%	1.83%	1.98%	2.00%	2.02%	2.19%	2.05%	1.89%	1.89%

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

RACSB Turnover 2023

<u>Employees</u>	<u>Jan-23</u>	<u>Feb-23</u>	<u>Mar-23</u>	<u>Apr-23</u>	<u>May-23</u>	<u>Jun-23</u>	<u>Jul-23</u>	<u>Aug-23</u>	<u>Sep-23</u>	<u>Oct-23</u>	<u>Nov-23</u>	<u>Dec-23</u>	<u>2023 Year End</u>
Average Total Positions	600	600	600	600	600	600	600	600	600	600	600	600	600
Monthly Terminations*	11	9	12	6	12								50
Turnover by Month YTD	1.83%	1.50%	2.00%	1.20%	1.69%								8.22%
Cumulative Turnover YTD	0.17%	3.33%	5.33%	6.53%	8.22%								0.00%
Average % Turnover per Month YTD	0.17%	1.67%	1.11%	1.78%	1.63%								0.00%

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