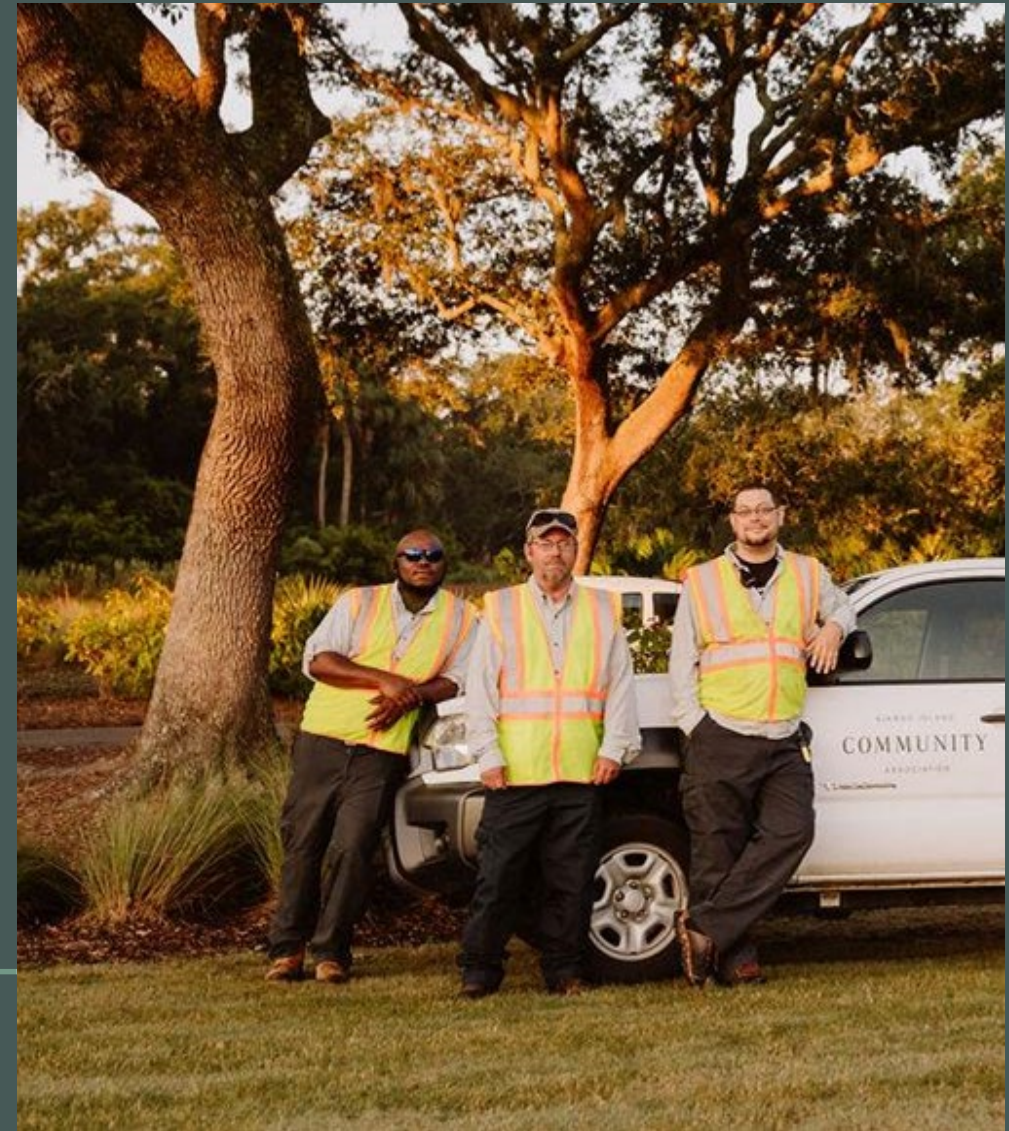


KIAWAH ISLAND
COMMUNITY
ASSOCIATION

Recruiting and Retention Update

OCTOBER 9, 2023
KICA BOARD MEETING



Turnover & Retention

Background

- In 2022, the board committed approximately \$1M towards increasing employees' take-home pay in a strategic attempt to improve our recruiting and retention rates.
- Initiatives included multiple increases to base pay, implementation to cover half of employee's commute costs, a sign-on bonus, and a retention bonus.
- These incentives have continued into 2023 along with annual merit pay increases.
- We will continue to track these metrics to determine if new incentives are needed.
- As a reminder, we set aside \$100k in the 2023 budget if needed.



Turnover & Retention

Highlights & Stats

	2021	2022	2023 (YTD)
Average Monthly Turnover	3.2%	2.5%	1.9%
Overall Annual Turnover	40%	30%	16%
Overall Retention Rate	60%	68%	84%

- Based on the year-over-year and year-to-date data, we are continuing to see a positive trend in our turnover and retention rates.
- In 2022, we consistently had 8-13 full-time openings throughout the company. In 2023, we are averaging 5-7 full-time openings in the company. 2 of these positions are open due to a current dept. reorganization.
- In 2022, we had to utilize recruiting services to help fill some key roles, costing KICA approximately \$50k in additional fees. In 2023, we have not utilized recruiting services to date.
- We have had 2 retirements and 16 terminations (4 involuntary and 12 voluntary) in 9 months. All but one were 2 years of service or less, and none were for a reason the recent incentives addressed.



Turnover & Retention

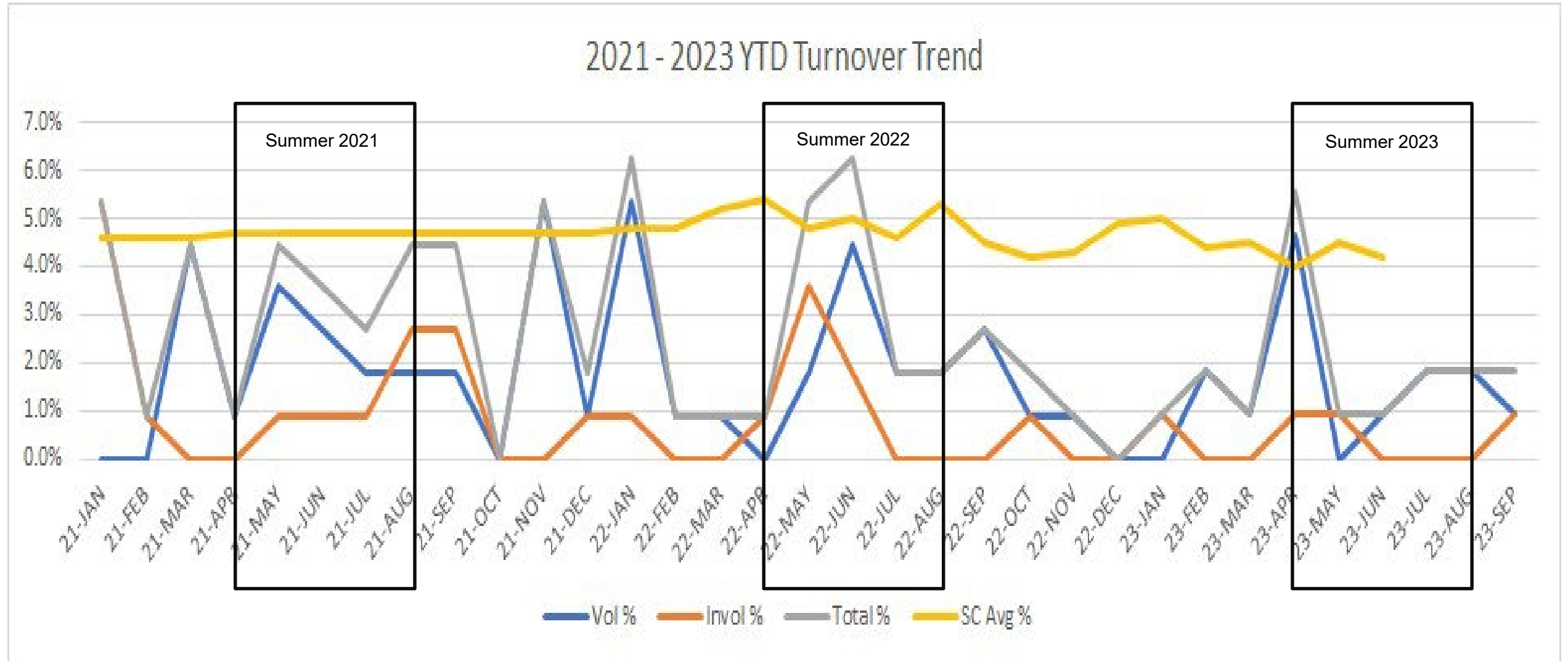
Highlights & Stats (continued)

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Average Monthly Turnover	3.2%	2.5%	1.9%
Overall Annual Turnover	40%	30%	16%
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- We are trending more favorable than the monthly national and state averages for turnover.
- Key Successes:
 - Security has remained fully staffed for the entire year, and at times has been over-staffed (+2) to help manage the impact of attrition on their department.
 - Sandcastle Pool Attendants were fully staffed this year, as well as Seasonal General Maintenance and Seasonal Landscaping positions.
- Key Challenges:
 - Land & Lakes Management was also 3-4 positions in 2022. Now, our lakes positions have been fully staffed since March. While improved in 2023, Land is still generally 1-2 positions down. As part of the 2024 budget, we need to examine the land tech position & its local comparisons.



Turnover Rates



- Like most companies, we experienced volatility through 2021 and 2022.
- The last update to the Board was provided was in April 2023. We saw a slight increase in turnover in April. These were largely entry-level positions (grades 2 & 3). However, we continue to see an overall positive trend.
- Our summer retention rate for 2023 improved from previous years.

