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**Board - Human Resources
Committee Meeting
January 27, 2022**

***HR Data Covering - Q1 2022
October 2021 – December 2021***



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Culture

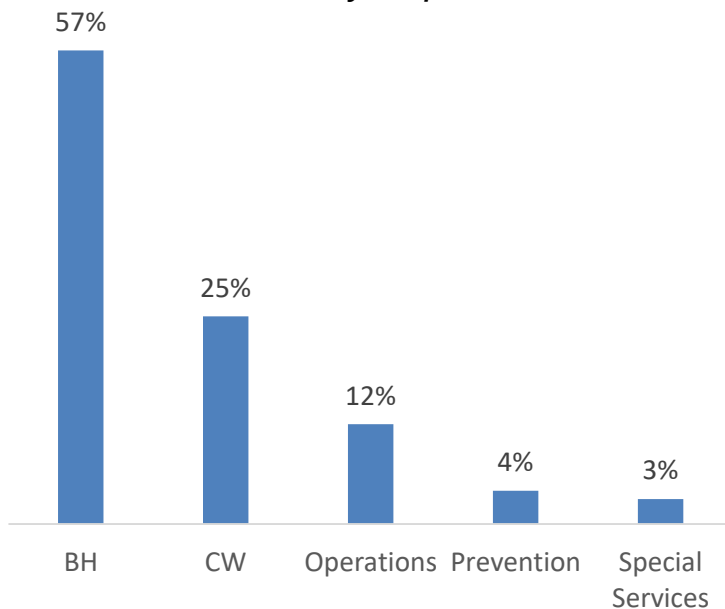
Turnover October 2021 – December 2021

Sources: e3 Report Builder, ADP New Hires & Terms
for the Quarter, Head Count as of Specified Dates
Quarterly, and Time to Hire Report

Starting Headcount	Ending Headcount	Turnover	Average Time to Fill Position
663	617	17.67%	40 Days

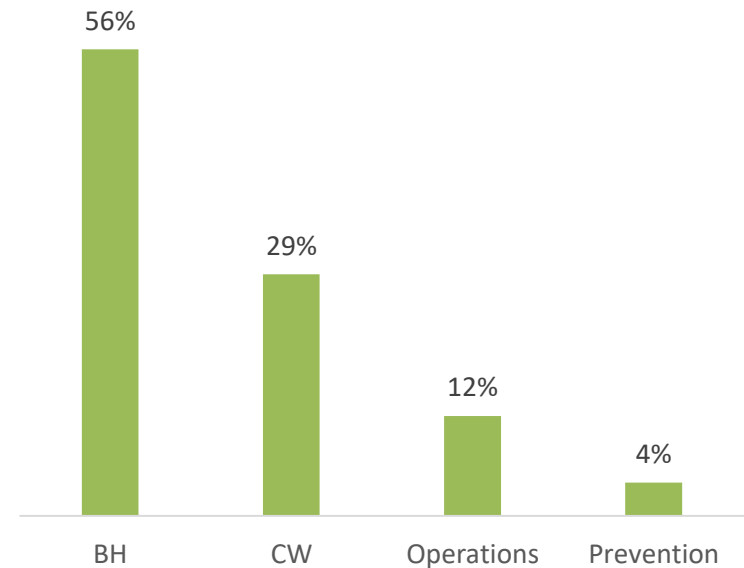
109 Terminations

Terminations by Department



52 New Hires

New Hires by Department

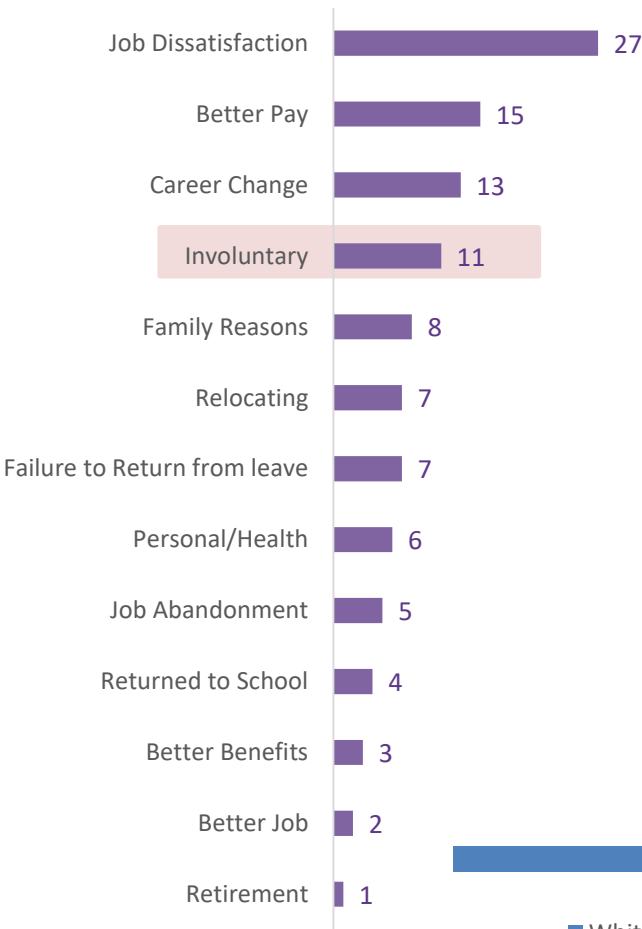


Turnover October 2021 – December 2021

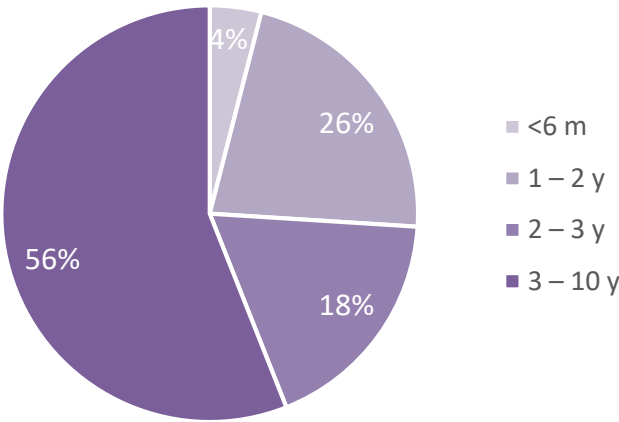
Sources: e3 Report Builder, ADP New Hires & Terms for the Quarter, Head Count as of Specified Dates Quarterly, and Time to Hire Report

Reasons for Termination

(Value is by number of employees)



Length of Service



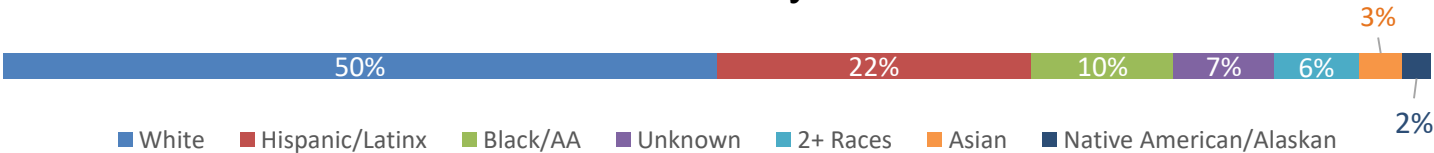
Gender

Female	83%
Male	17%

Age

< 30 y	33%
30-39 y	29%
40-49 y	25%
50+ y	13%

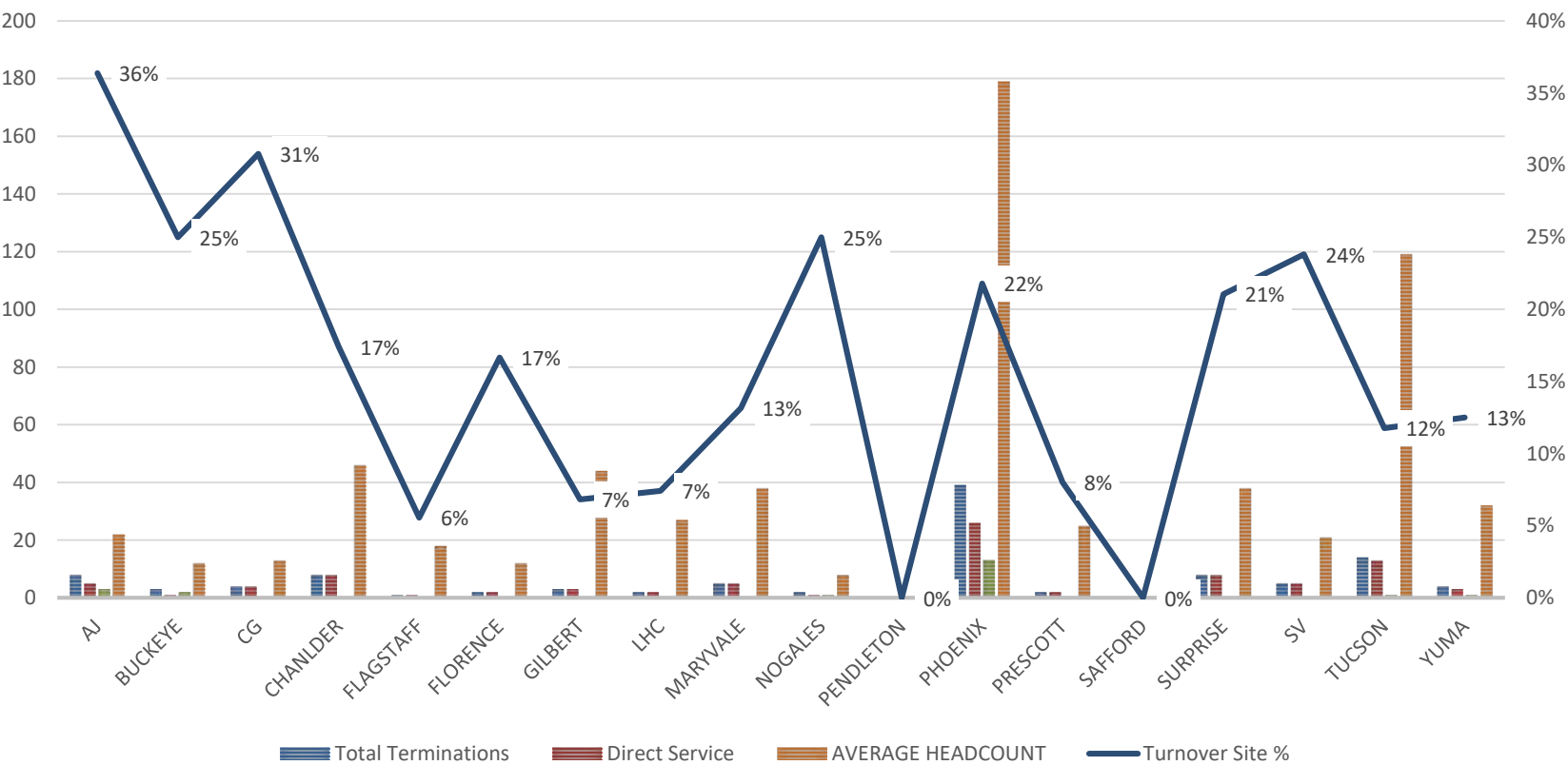
Ethnicity



Turnover October 2021 – December 2021

Sources: e3 Report Builder, ADP New Hires & Terms for the Quarter, Head Count as of Specified Dates Quarterly, and Time to Hire Report

Turnover by Site



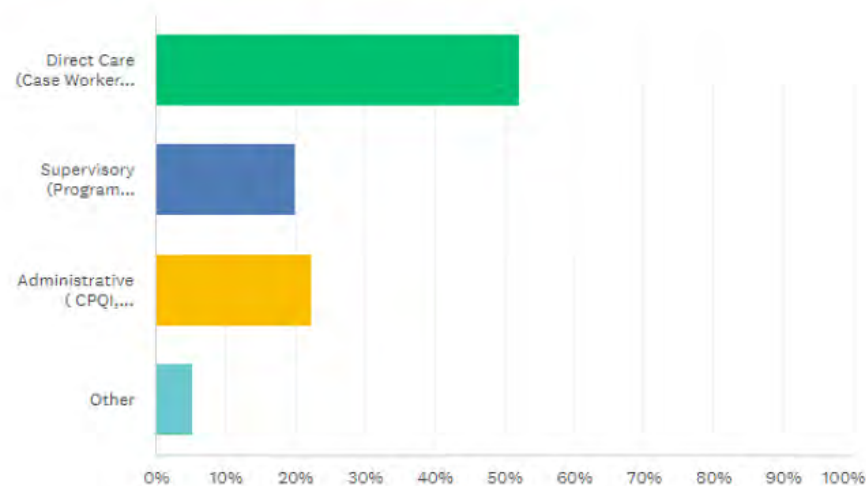


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Answered: 303 Skipped: 2

AzCA Employee Engagement Survey Summary 2021

Total Agency Participants: 305
47% Participation Rate



ANSWER CHOICES	RESPONSES	
▼ Direct Care (Case Workers, Educators, Licensing Workers, Foster Care & Adoption, Therapist, Clinician etc.)	52.15%	158
▼ Supervisory (Program Supervisors, Clinical Supervisors, Managers, Administrators, Program Directors etc)	20.13%	61
▼ Administrative (CPQI, Facilities, Finance, HR, IT, etc)	22.44%	68
▼ Other	5.28%	16
TOTAL		303

AzCA – As an Organization:

Key Questions:

- ✓ The mission/purpose of AzCA makes me feel like my work is important.
- ✓ My Work is Meaningful.
- ✓ I am proud of AzCA's brand and reputation.
- ✓ I would recommend AzCA to a friend or relative as a good place to work.
- ✓ If a friend or relative were in need for services, I would refer them to AzCA

AzCA – Equity, Diversity & Inclusion:

Key Questions:

- ✓ I understand the importance of valuing differences at AzCA.
- ✓ The environment at AzCA is supportive of the expression of different opinions and perceptions.
- ✓ People are treated with respect and appreciation regardless of race, national origin, ethnicity, position, function, age, disability, socio economic status, gender, sexual orientation, gender identity and expression.
- ✓ Overall, I am satisfied with AzCA's efforts to support and encourage valuing differences.

AzCA – Personal and Professional Wellbeing

Key Questions:

- ✓ In the last 7 days, I have received recognition or praise for good work.
- ✓ In the last 6 months, my supervisor has met with me to discuss my performance.
- ✓ My supervisor or someone at work cares about me as a person.
- ✓ I have a co-worker I can confide in.
- ✓ There is someone at work who encourages my development.
- ✓ At work, I have the opportunity to learn and grow.
- ✓ My opinion seems to count at work.
- ✓ In a typical week, I often feel stressed at or about work.
- ✓ Work assigned by my supervisor helps me grow professionally.
- ✓ There are opportunities to be promoted at AzCA.

AzCA – Job Satisfaction

Key Questions:

- ✓ I know what is expected of me at work.
- ✓ I have the materials and equipment I need to do my work successfully.
- ✓ I have the opportunity to do what I do best every day.
- ✓ My co-workers are committed to doing quality work.
- ✓ My job is just challenging enough.
- ✓ The expectations from my supervisor are realistic.
- ✓ I am supervised the right amount.

AzCA – Pay and Benefits:

Key Questions:

- ✓ I am paid competitively for the work I do.
- ✓ I am satisfied with my benefits.
- ✓ I am satisfied with my retirement savings options.
- ✓ I am satisfied with AzCA's paid-time off (PTO) policy.
- ✓ I am satisfied with AzCA's leave of absence options.
- ✓ I am satisfied with my training opportunities.
- ✓ I am satisfied with the tuition reimbursement and loan assistance programs.

AzCA – Overall Satisfaction

Key Questions:

- ✓ Overall, I am satisfied with my Job.

AzCA - Retention:

Key Questions:

- ✓ AzCA - I am not likely to look for another job outside of AzCA in the next 12 months.

New

AzCA - Retention:

Key Questions:

- ✓ If AzCA could do one thing to help you feel more valued by the agency in the next six months, what would you like to see happen?

New

AzCA – Retention:

Key Questions:

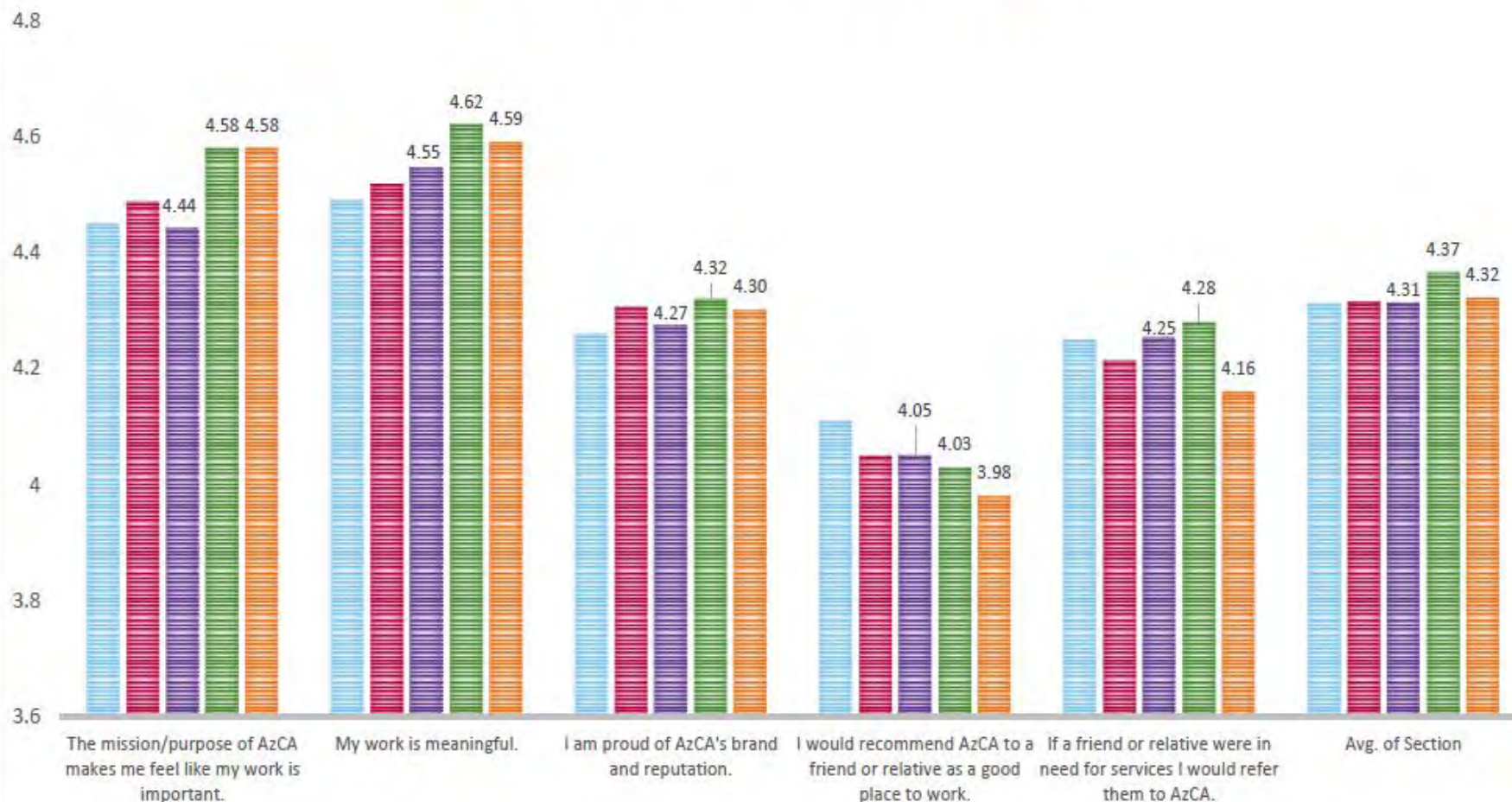
- ✓ Do you have any other information you would like to share with AzCA that would assist us in our recruitment and retention efforts?



AzCA Employee Engagement Survey Graph Summary 2021

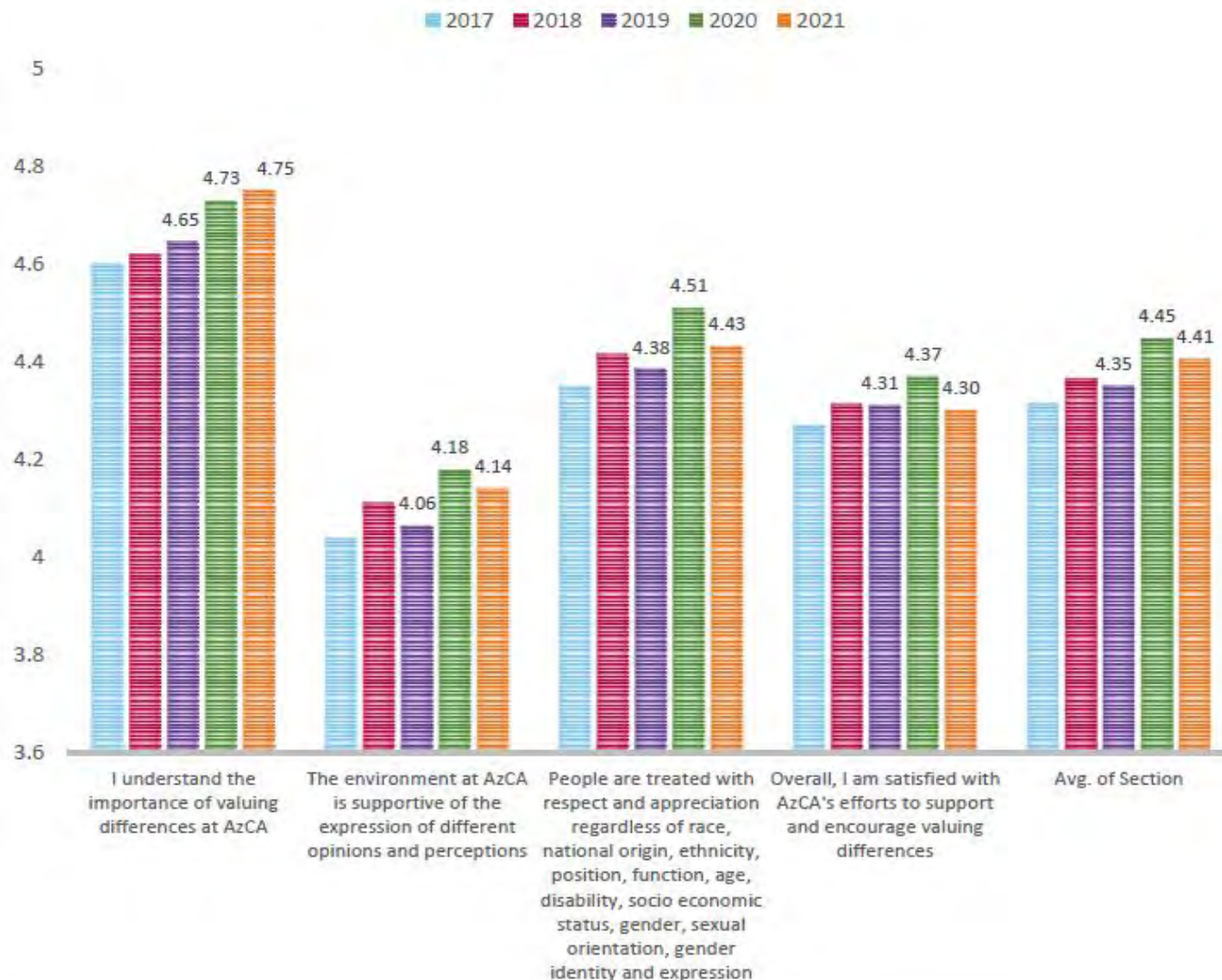
AZCA AS AN ORGANIZATION

2017 Data 2018 Data 2019 Data 2020 Data 2021 Data



AzCA Employee Engagement Survey Graph Summary 2021

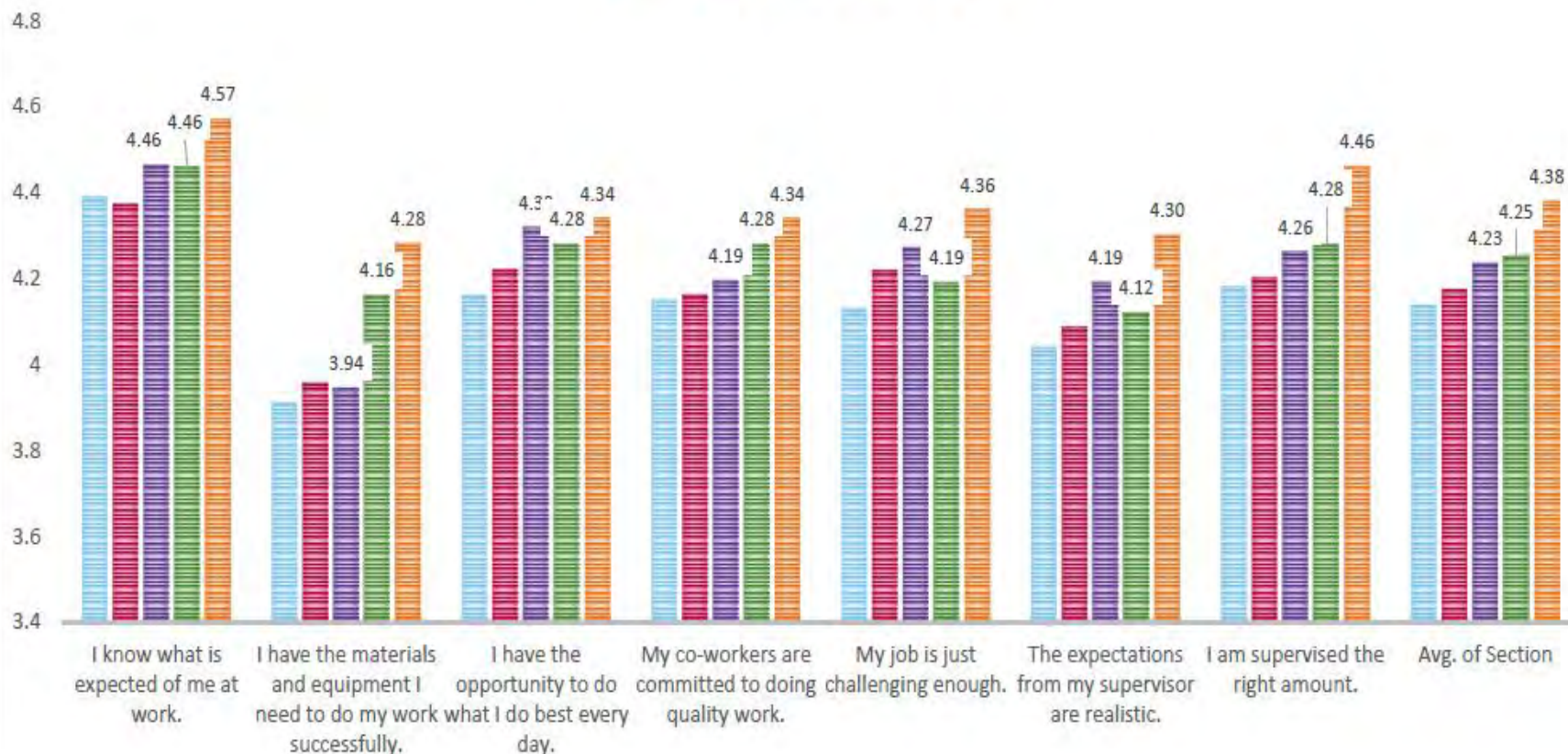
DIVERSITY & INCLUSION



AzCA Employee Engagement Survey Graph Summary 2021

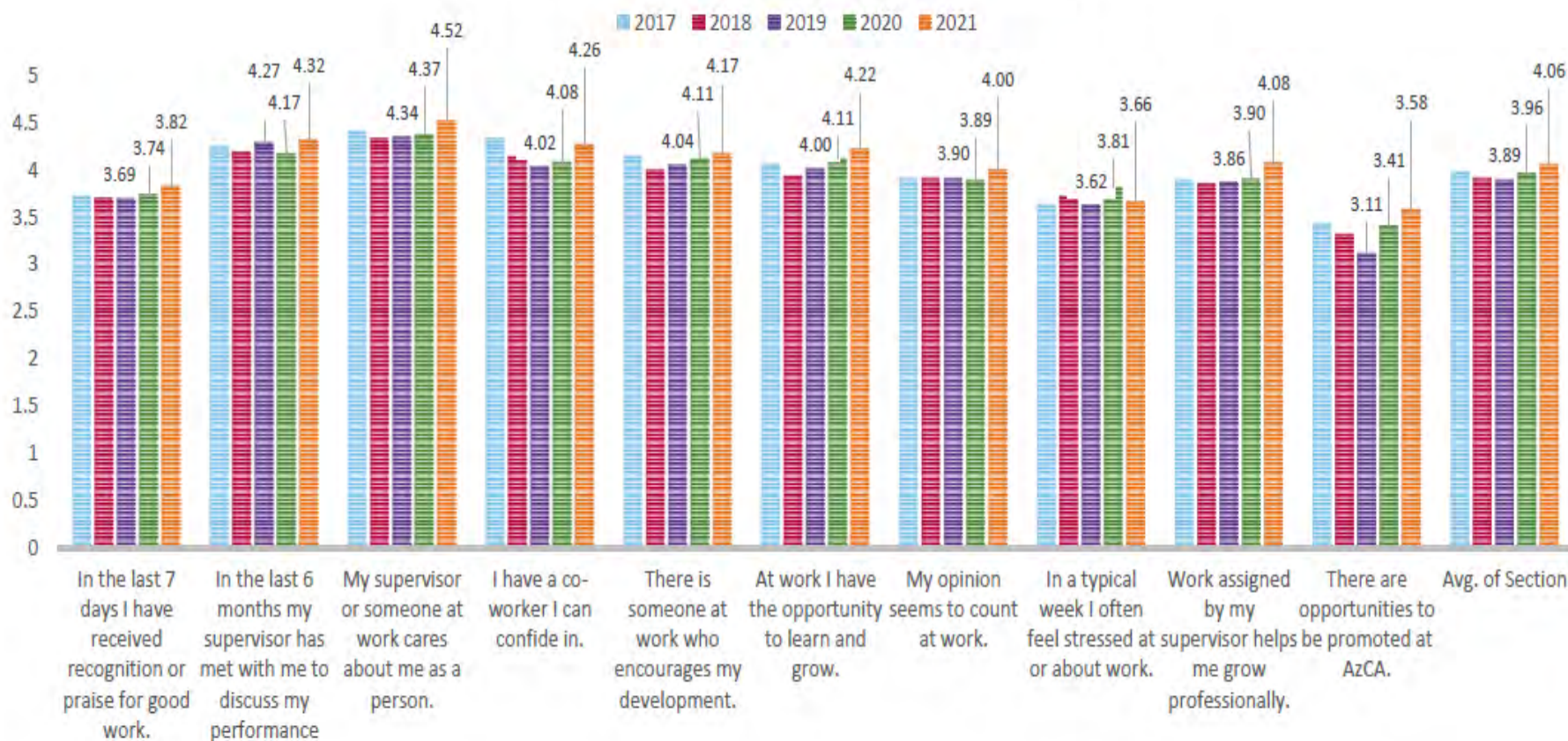
JOB SATISFACTION

2017 2018 2019 2020 2021



AzCA Employee Engagement Survey Graph Summary 2021

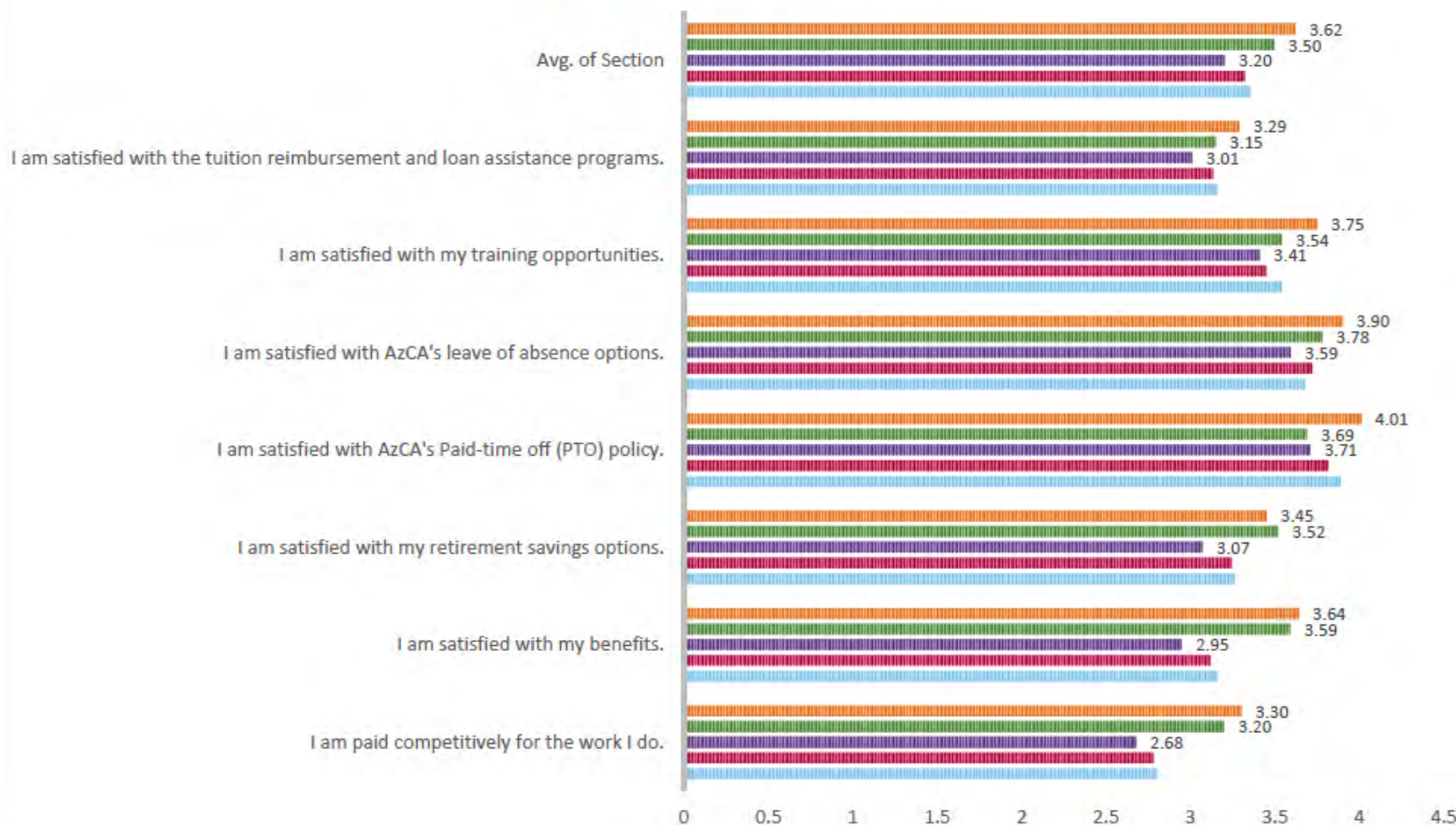
PROFESSIONAL/PERSONAL WELLBEING



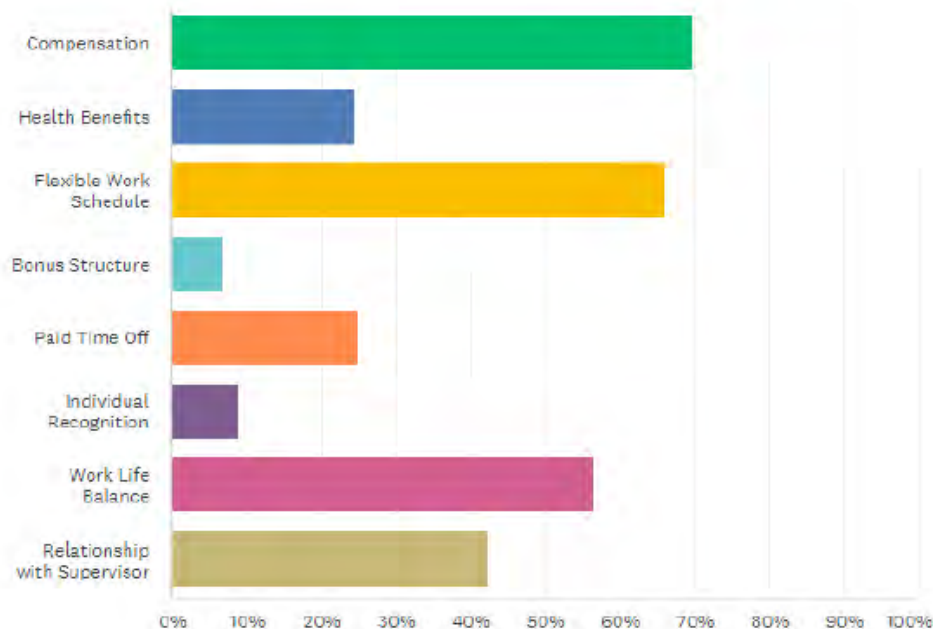
AzCA Employee Engagement Survey Graph Summary 2021

PAY AND BENEFITS

2021 2020 2019 2018 2017

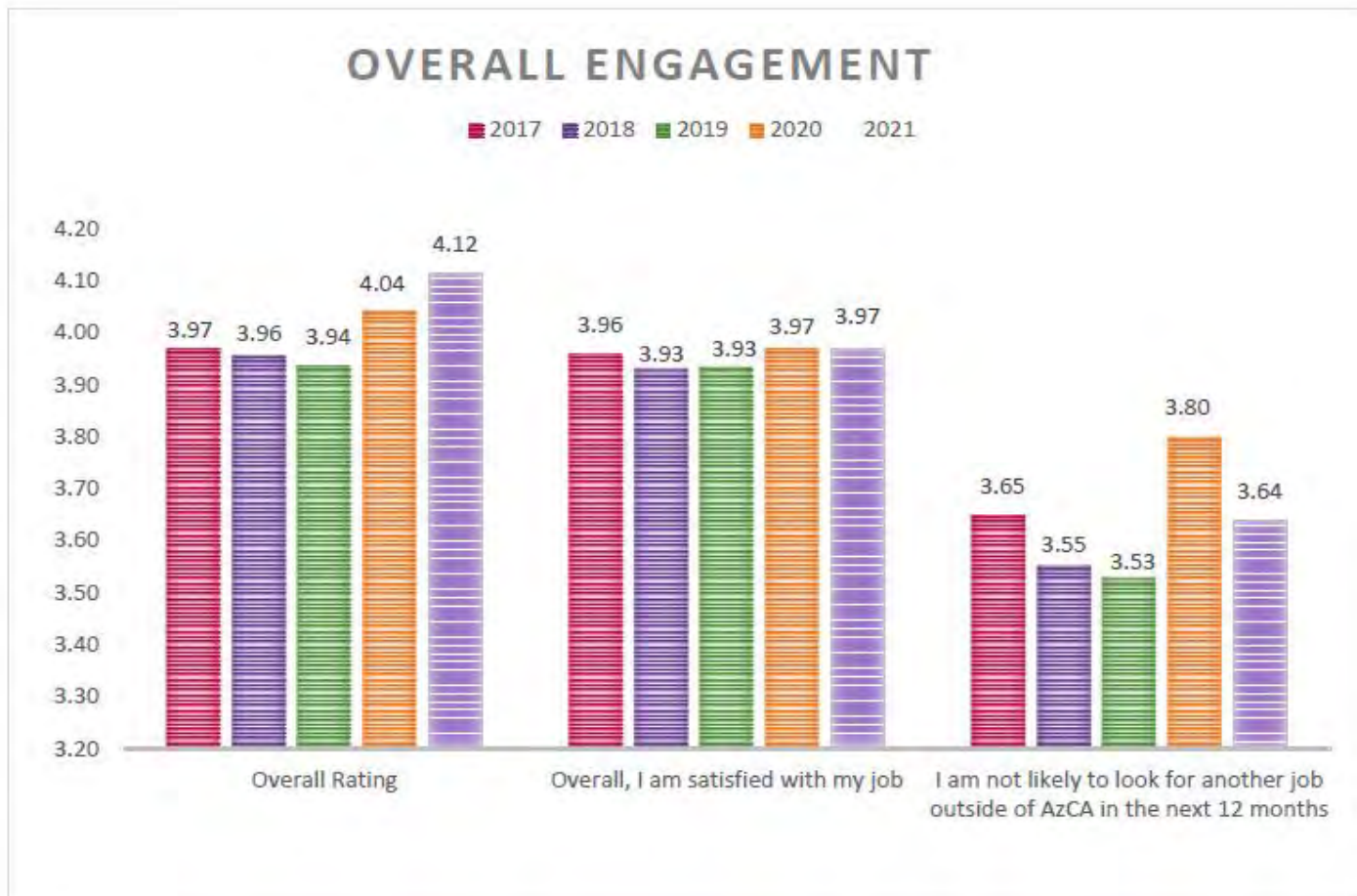


AzCA Employee Engagement Survey Graph Summary 2021



ANSWER CHOICES	RESPONSES	
▼ Compensation	69.75%	196
▼ Health Benefits	24.56%	69
▼ Flexible Work Schedule	66.19%	186
▼ Bonus Structure	6.76%	19
▼ Paid Time Off	24.91%	70
▼ Individual Recognition	8.90%	25
▼ Work Life Balance	56.58%	159
▼ Relationship with Supervisor	42.35%	119
Total Respondents: 281		

AzCA Employee Engagement Survey Graph Summary 2021



Key Engagement Focus Items:

- Compensation
- Caseloads
- Student loans/tuition assistance
- On-Call Policy (In Progress)
- Productivity
- How to Advocate for Change



FACT SHEET
Workforce Shortage



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Recruitment



Circa's vast job board network, plus DiversityJobs' niche sites combined with highly optimized job distribution

600+ domains | 200+ diversity sites | Well-loved brands



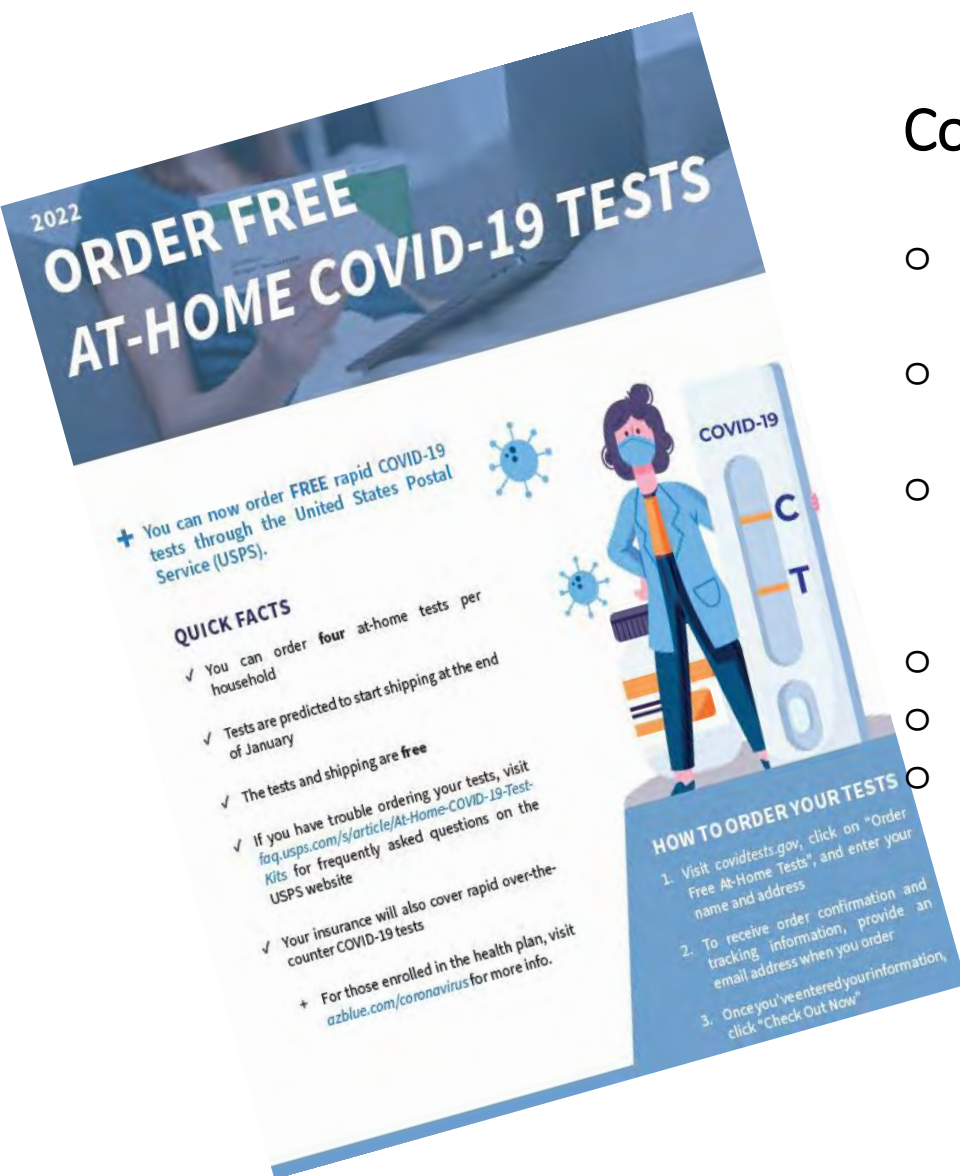
Recruitment Update:

- Current Average time to fill is 40 days.
- Renewed partnership with Diversity Job Network
- Signed Partnership with Monster and LinkedIn
- Working with Marketing Team on a recruitment advertising with social media accounts.
- We have hired our new Employee Onboarding Specialist!
 - Aileen Elliot is joining our team from DCS February 7th!



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Benefits



Covid-19 Update:

- Meeting with Snell & Wilmer regarding CMS guidelines for Vaccine Mandate.
- Seeing Impact of Severe Covid Cases to Benefits Claims
- 69% of Employee Population are currently Vaccinated/11% have submitted proof of having a booster vaccination.
- Quarter 1 – 43 Positive Staff
- January 2022 to present 50 positive staff.
- Surcharge implemented – impacted 93 employees on our plan.