# CITY OF GALLUP

Employee Turnover 2007 – 2013

The graph below shows a dramatic decline in employee turnover between 2007 and 2009 that has stabilized since 2009. Turnover is divided into four categories: resignation, retirement, termination and death.

Resignation turnover is often viewed as a measure of morale. In 2007 resignation turnover was 10.62%. It declined to 9.84% in 2008; 7.51% in 2009 and 6.48% in 2010. It has been relatively flat since 2010. Retirement turnover is a function of when an employee reaches eligibility to retire. Termination turnover was 9.84% in 2007; this is extremely high. This fell to 5.7% in 2008 and have averaged 3.83% from 2009-2013.
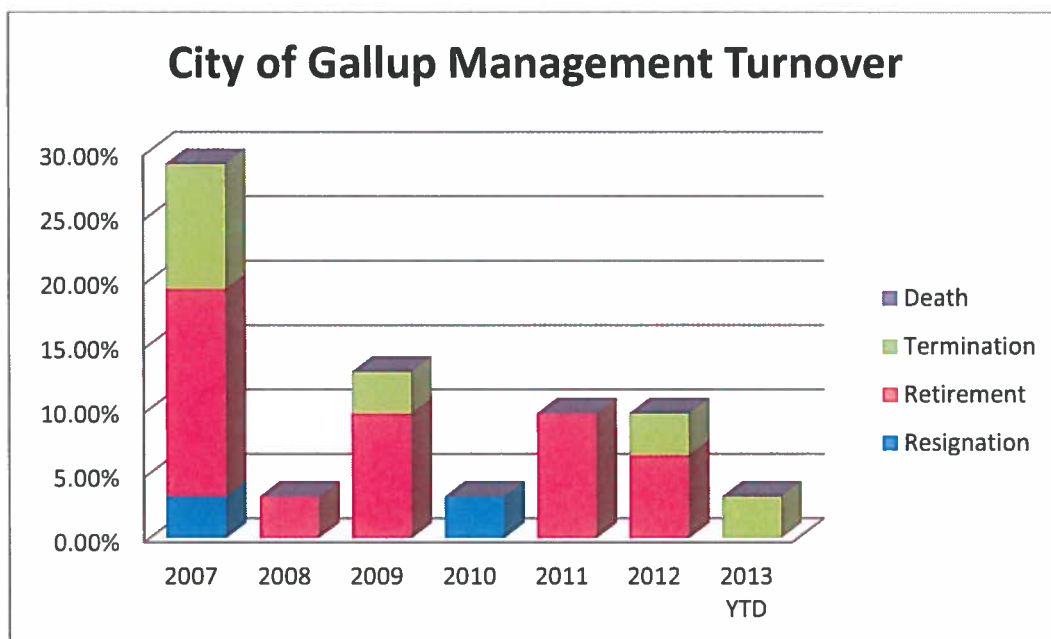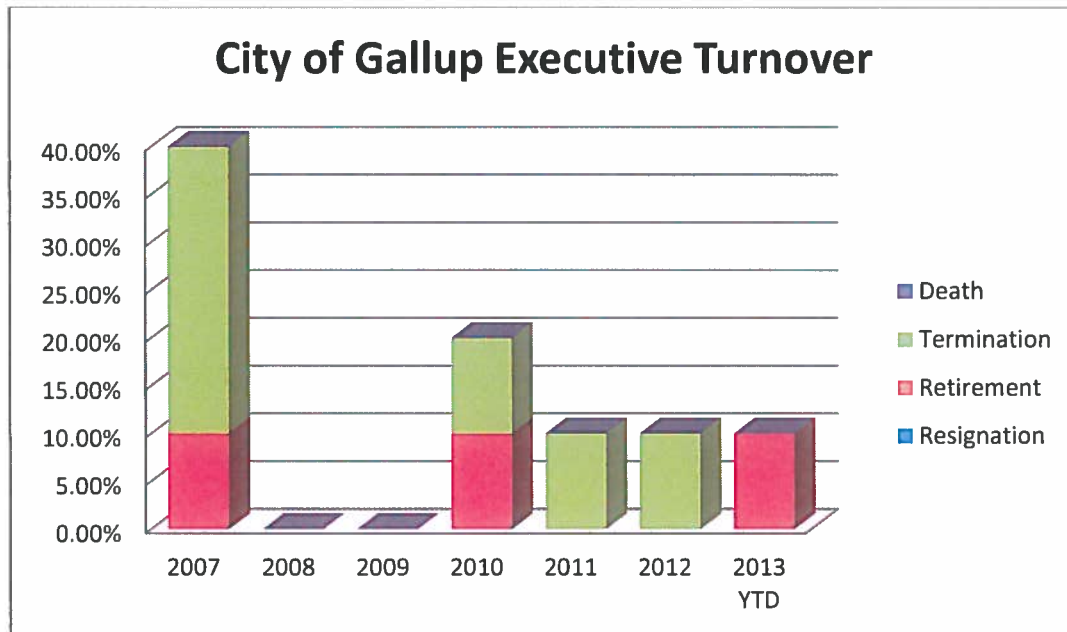
Two major factors have affected turnover in this period. The loss of 1,750 McKinley County jobs from 2007 – 2011 has undoubtedly increased the competitiveness of the City of Gallup employment. This has undoubtedly reduced voluntary resignation turnover during recent years. The change in administration after the March 2007 election also caused increased turnover in 2007-2008.

In the remainder of this report turnover is broken down into various occupational groups in order to isolate trends within the city workforce.
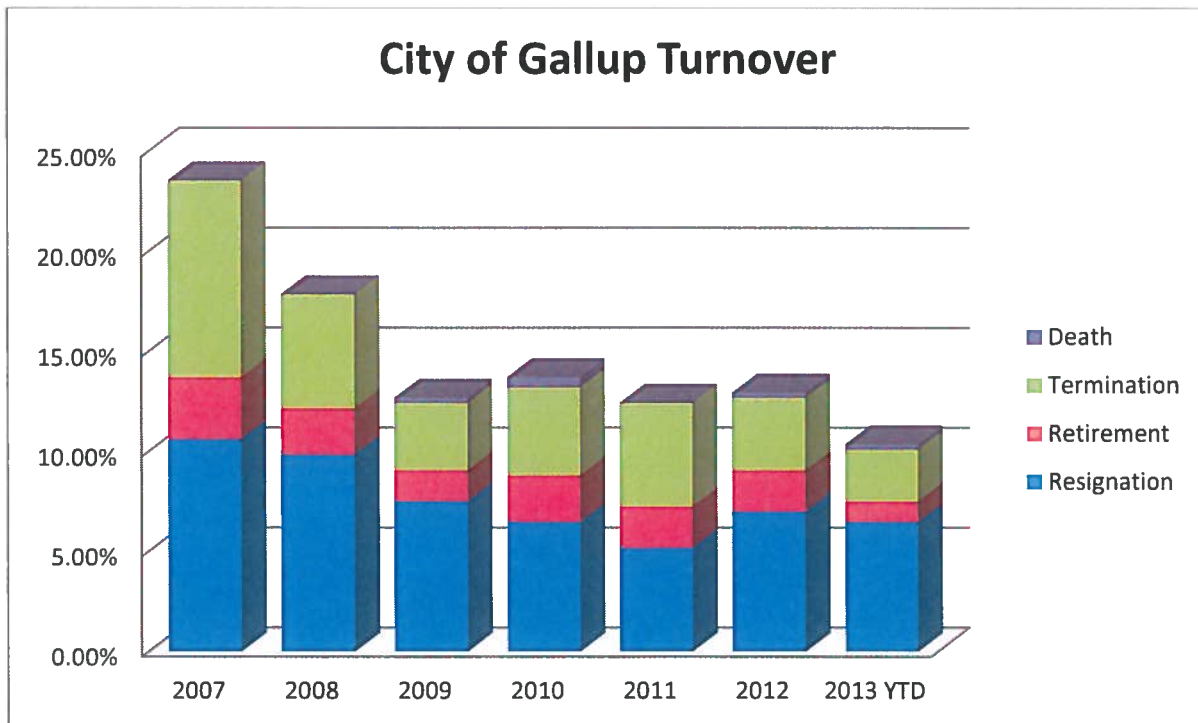
EXECUTIVE/MANAGEMENT TURNOVER

The executive occupational group (10 FTE) is comprised of the City Manager, City Attorney and eight department heads. Management (31 FTE) is comprised of positions that report to executive staff. Police and Fire management staff (10 FTE) are a significant portion of this group. Turnover in these two occupational groups can have a dramatic impact on an organization. The excessive turnover in 2007 and the large amount of termination turnover are way too high for any kind of succession planning to be effective.

City of Gallup Executive Turnover

Legend: Death, Termination, Retirement, Resignation

Years: 2007, 2008, 2009, 2010, 2011, 2012, 2013 YTD

City of Gallup Management Turnover

Legend: Death, Termination, Retirement, Resignation

Years: 2007, 2008, 2009, 2010, 2011, 2012, 2013 YTD

POLICE AND FIRE TURNOVER

These occupational groups consist of uniformed personnel of all ranks up to first level supervisors. Police resignation averaged turnover was 9.61% from 2007-2013; Fire was 4.22%. Fire resignation turnover fell to 1.82% from 2009 – 2013 due to generous provisions in an October 2009 collective bargaining agreement. Police resignation turnover has improved since 2007 but still remains a challenge. The costs of training a Police recruit are extremely high.

City of Gallup Police Turnover

City of Gallup Fire Turnover
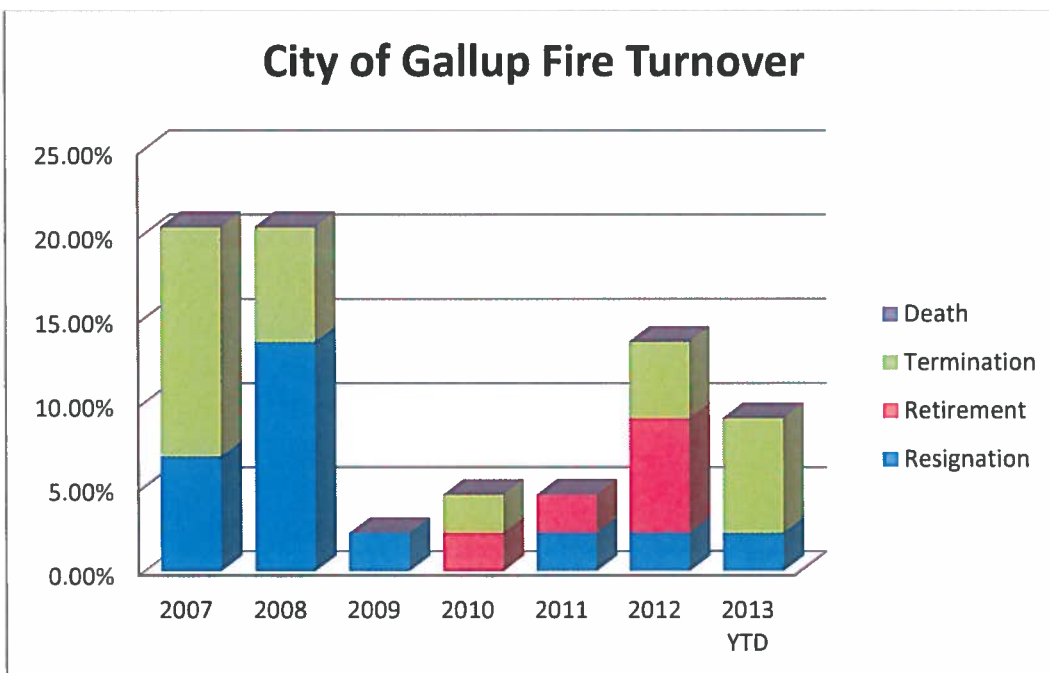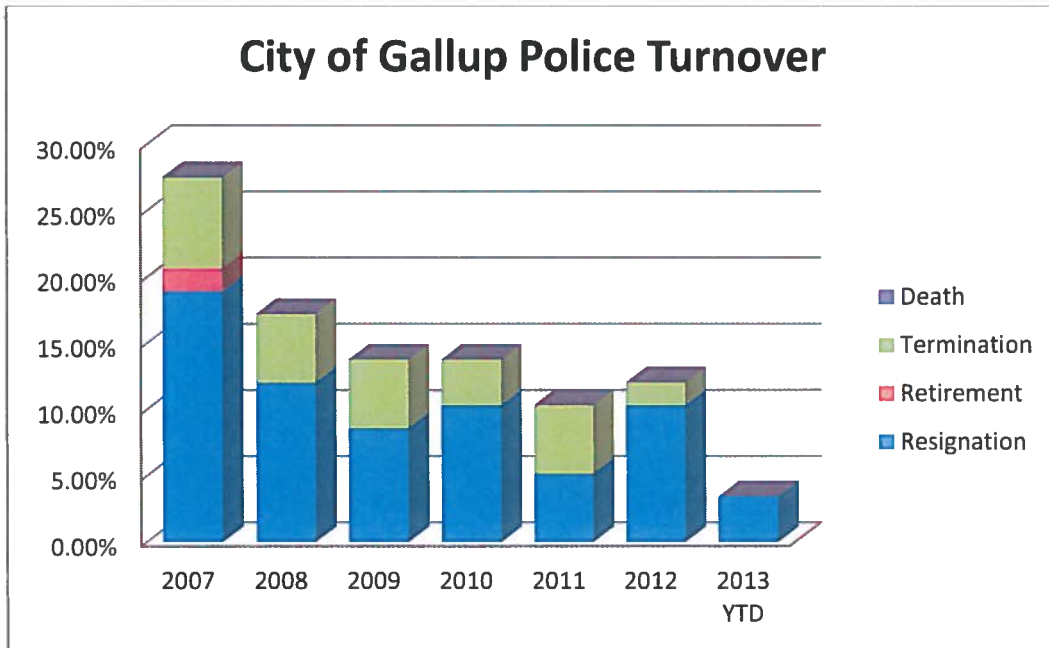
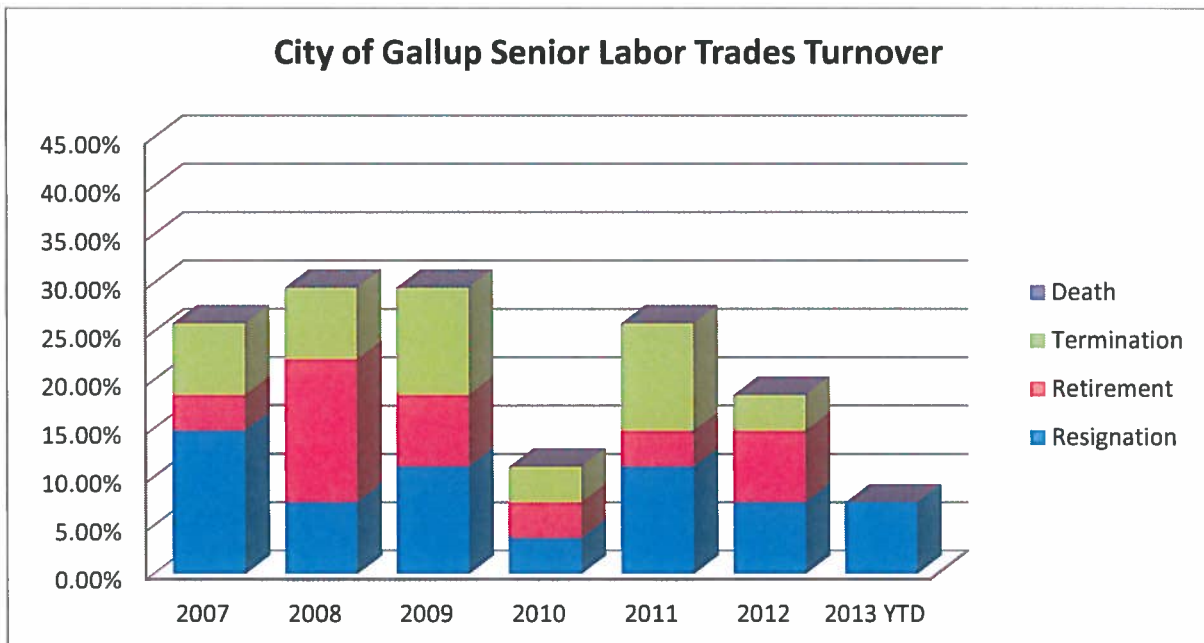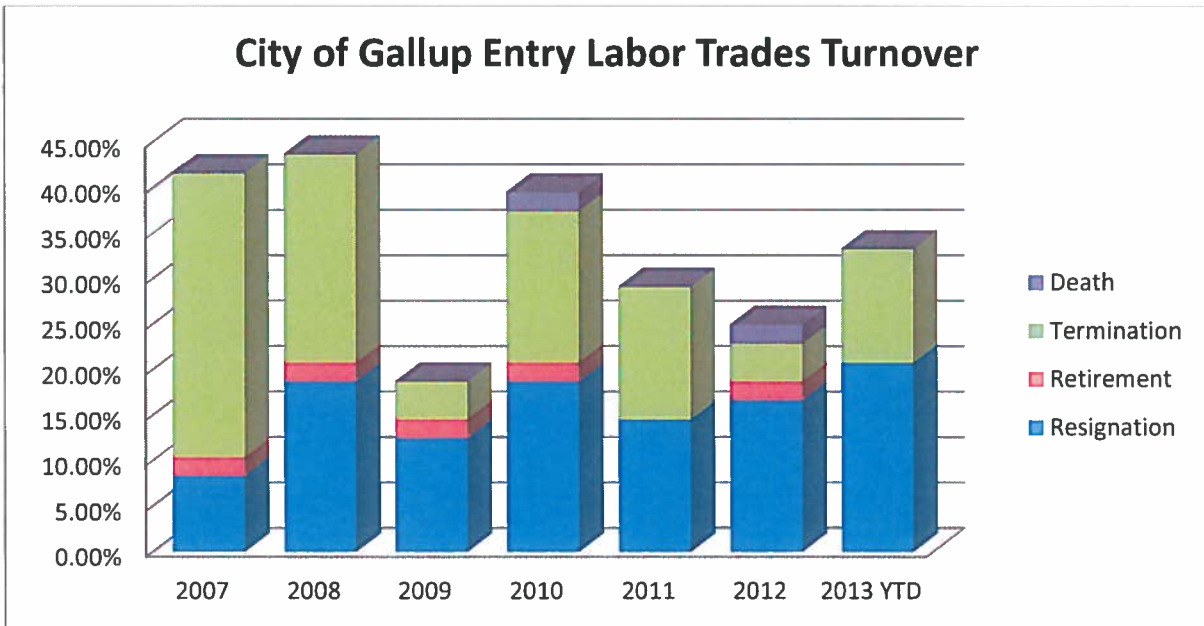# PROFESSONAL – ADMINISTRATIVE – TECHNOLOGICAL TURNOVER

This occupational group is comprised of knowledge based staff positions in GJU (5); Information Technology (4); Planning (3); Library (3); Finance (2); Electric (2); Engineering (2) and single incumbents in 12 other divisions of the City. These positions are often assigned projects that take a lot of time and require a lot of attention to detail.

This group is different from most of the other occupational groups because their turnover peaked in 2011.
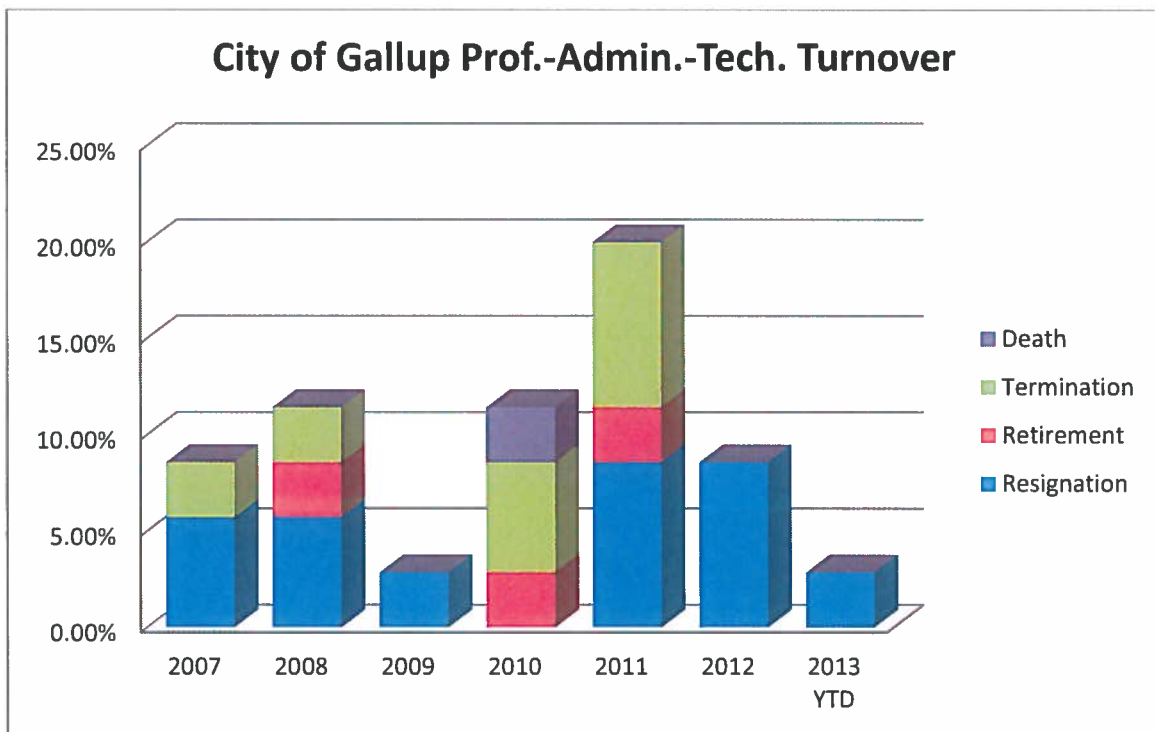
LABOR TRADES TURNOVER

Labor Trades positions generally work outdoors to perform maintenance and construction work related to the utilities, parks and street infrastructure. I have also placed the Community Service Aides in this occupational group because of the physical nature of their duties. Many of the incumbents in this occupational group occupy entry level positions that require minimal training or experience. These entry level positions have high turnover without significant retirement turnover. The senior level Labor Trades positions involve more training and responsibility for lead worker or full time supervision.

City of Gallup Entry Labor Trades Turnover

Legend: Death, Termination, Retirement, Resignation. Years: 2007, 2008, 2009, 2010, 2011, 2012, 2013 YTD

City of Gallup Senior Labor Trades Turnover

Legend: Death, Termination, Retirement, Resignation. Years: 2007, 2008, 2009, 2010, 2011, 2012, 2013 YTD

OFFICE SUPPORT SPECIALIST TURNOVER

This occupational group has also been divided into entry and senior sections. The entry level is comprised of jobs requiring minimal training and experience. McKinley County's declining employment market makes these positions more valuable than they were a few years ago. Lower turnover is evidence of that. The senior level positions have extremely low turnover with no termination turnover since 2007.

City of Gallup Entry OSS Turnover

City of Gallup Senior OSS Turnover