

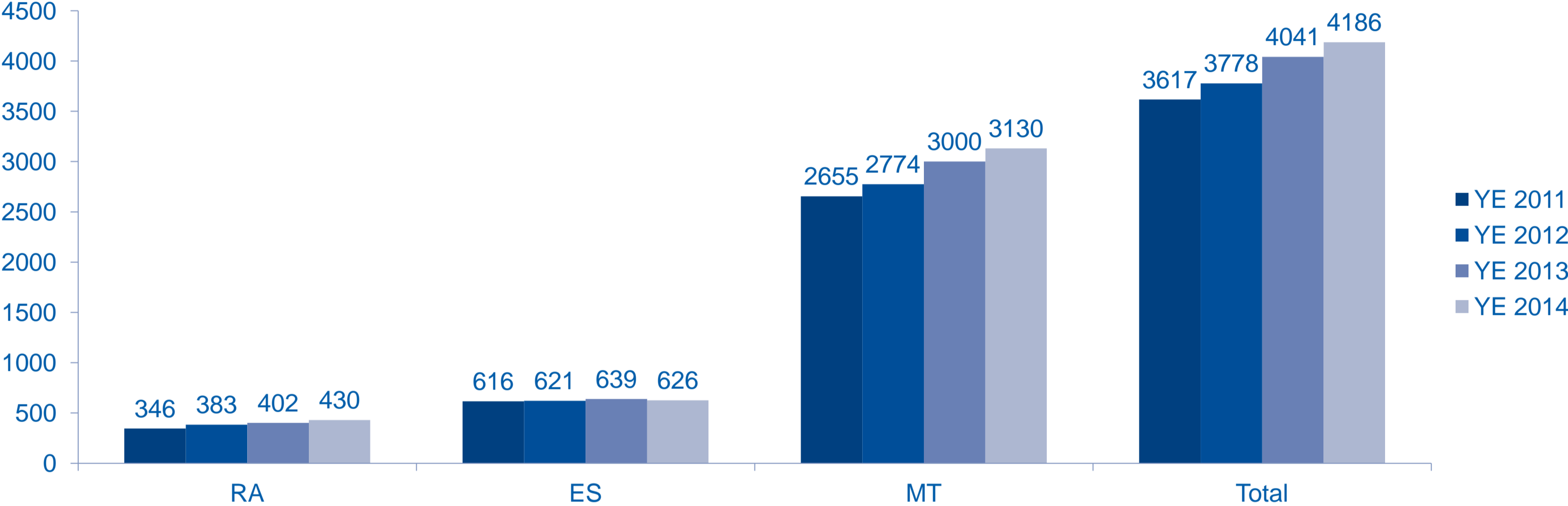
Workforce Data: 2014 Year End

Presented by Marcy Syman, Human Resources Director

Management Committee 04-22-2015



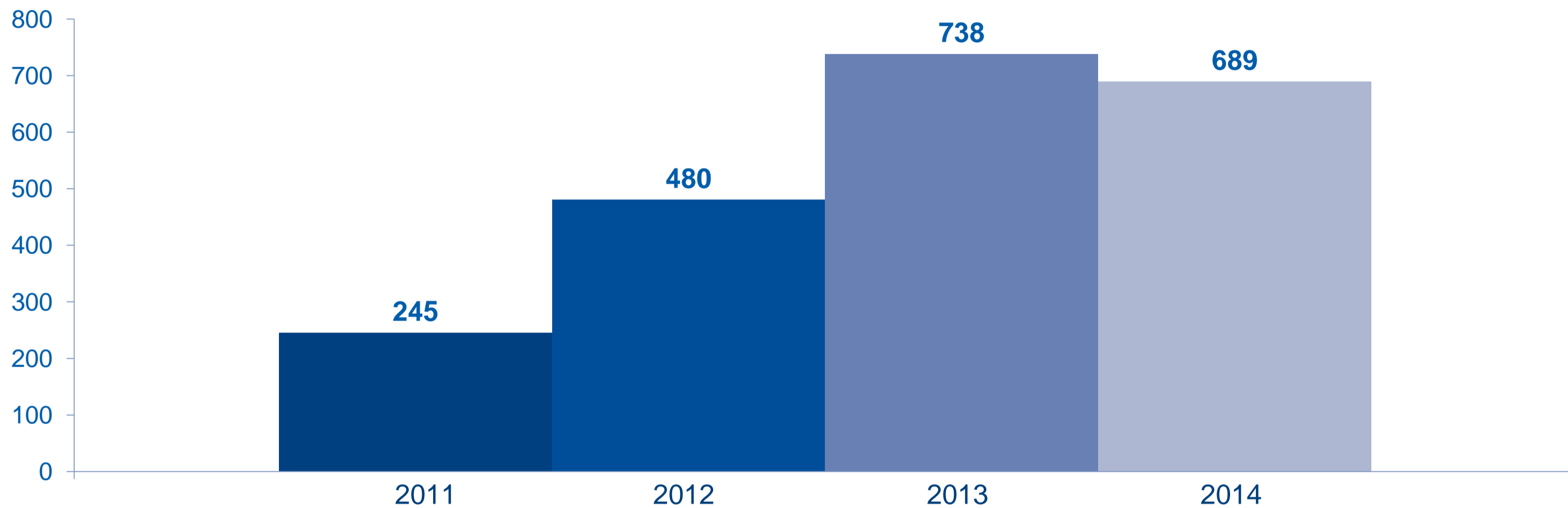
Head Count by Division



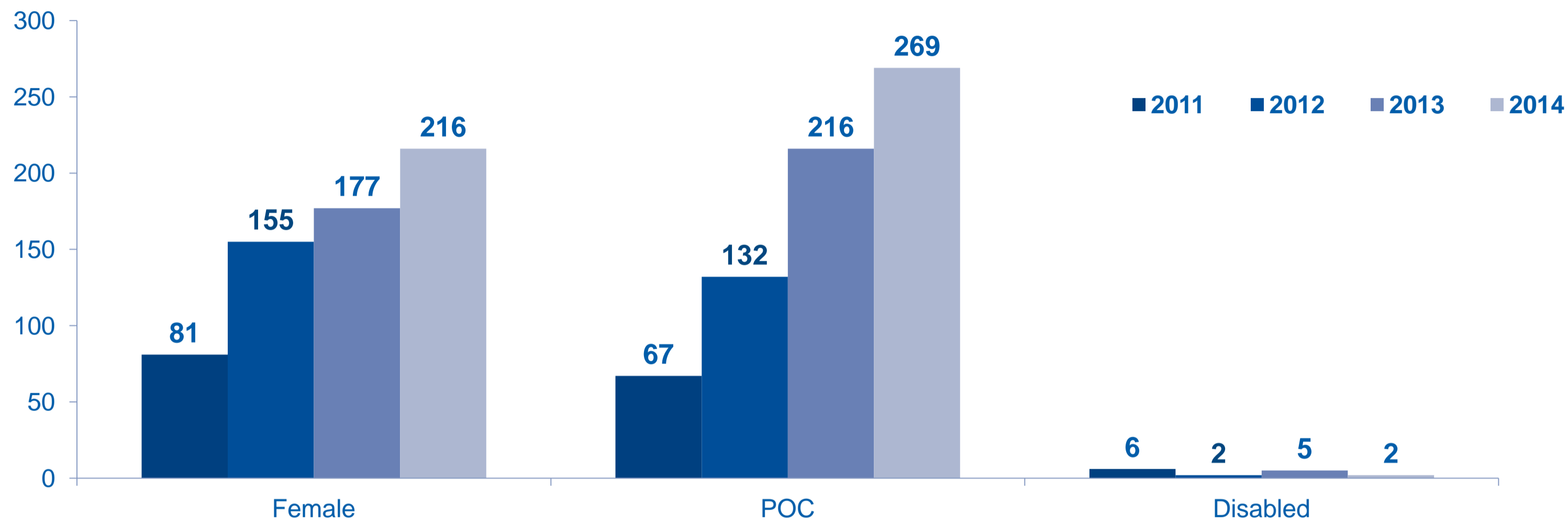
Employee Demographics

	Head Count	POC	Female	Disabled	Veteran	Ave Age
MTRAN	3130	36.1%	21.7%	.9%	10.4%	48
ENSV	626	10.2%	25.2%	1.0%	6.4%	50
RGADM	430	19.5%	55.8%	2.6%	4.9%	48
Total 2014	4186	30.5%	25.7%	1.6%	9.2%	49
Total 2013	4041	28.8%	24.9%	1.9%	9.8%	49
Total 2012	3777	28.1%	25.7%	2.2%	9.5%	50
Total 2009	3649	26.6%	26.7%	3.0%	11.5%	53

2014 Hires

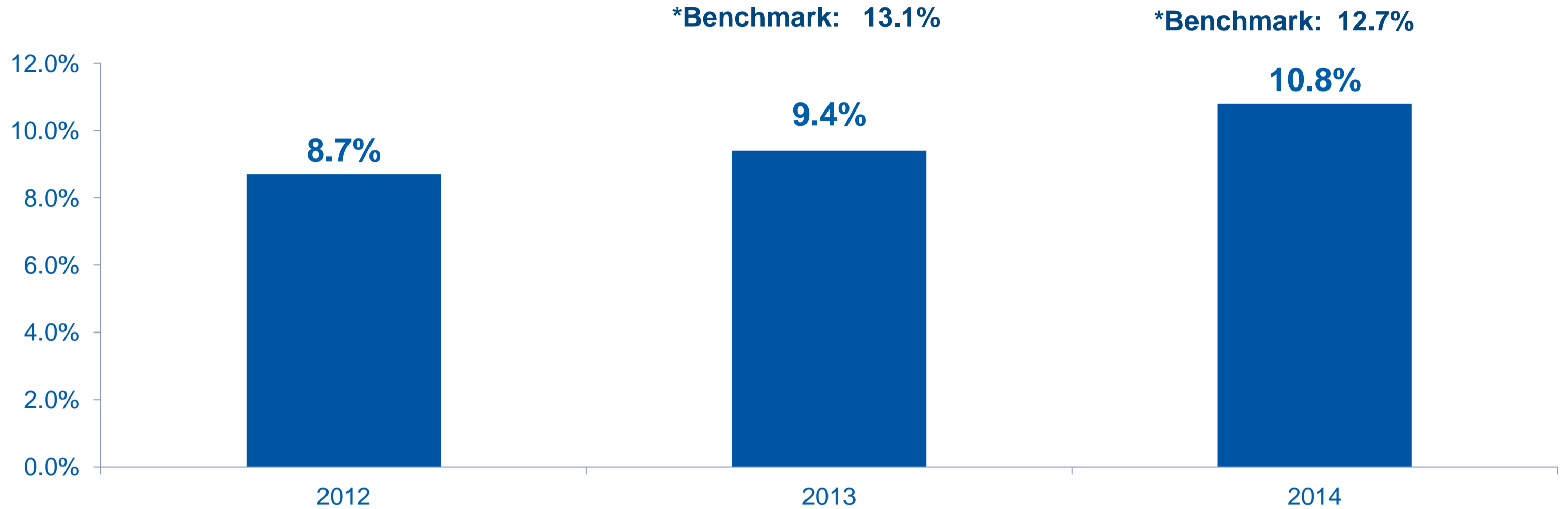


Affirmative Hires



Data as a Percentage				
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Female:	33%	36%	24%	31%
POC:	27%	30%	29%	39%
Disabled:	2%	0%	1%	0%

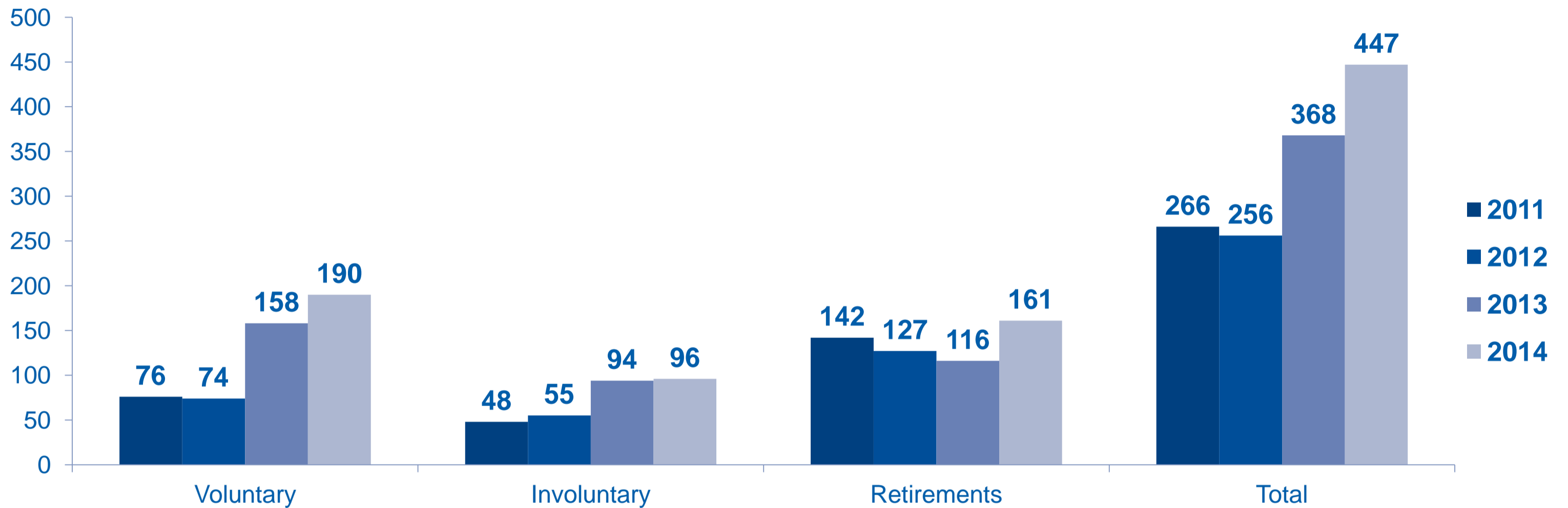
Turnover Rate



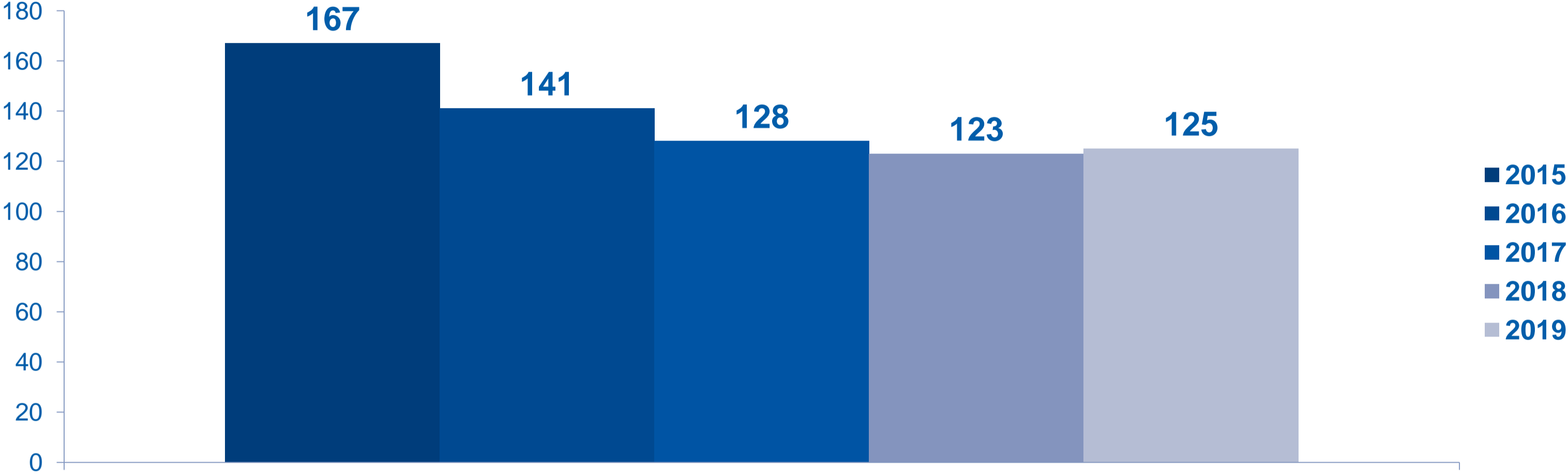
Includes Retirement

**Towers Watson Data Services average overall turnover, North Central Region*

Separations by Reason



Retirement Projections



Workforce Planning Update

Key Plan Components

1. Develop employee skills

- Mentor program
- Learning clusters

2. Develop manager/supervisor skills

- New manager onboarding
- Management learning tracks

3. Source and recruit qualified, capable candidates

- Partner with schools and community groups
- Identify career paths

Building Diversity Initiative Update

Key Plan Components

1. Recruitment

- Diverse partner network
- Workforce development program

2. Selection

- Candidates in oral exams
- Diversity of interview panels

3. Engagement

- Cultural competency
- Engagement measures

4. Promotion

- Coaching for Excellence
- Support new minority supervisors