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# **Compensation & Benefits Update**

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## **Appendices**

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## Employee Pay and Benefits

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March 16, 2016

1





## APPENDICES

32



## Appendices

- Human Resources Philosophy
- Workforce Composition
- Public Safety Pay Plan
- Internal Data Sources
- External Data Sources
- Approved Pay Recommendations
- Health Insurance Cost Containment Strategy
- Summary of Premium Costs
- Summary of Additional Insurance Coverages
- Retirement Benefits Comparison
- Wellness
- Employee Turnover Trend Data
- Employee Turnover by Job Category
- Employee Turnover by Department

33



## City of Charlotte Human Resources Philosophy

The City of Charlotte will attract and retain qualified, productive and motivated employees who will provide efficient and effective services to the citizens. Human resource programs will provide constructive support for the City's customer service, business and financial strategies. These programs will be reviewed on a regular basis and changed as circumstances warrant. They will be directed toward attaining measurable goals and organizational success.

### **Recruitment**

The City will recruit and hire employees who are technically competent and customer focused.

### **Employee Responsibility**

Employees will be held accountable for producing quality work and for exhibiting the highest commitment to honesty, integrity and customer service.

### **Commitment to Competition**

The City of Charlotte is committed to providing quality services at a **market competitive cost** through service delivery by City employees or, when costs would be lower, through privatization. The City is committed to the skills development of its employees to enhance services to citizens and to make the City more competitive. When necessary due to organizational changes or privatization, the City is further committed to skills development to prepare employees for other opportunities within or outside of the City organization.

### **Employee Pay and Benefits**

All types of employee pay, whether base pay, incentives or benefits, will be used to encourage employees to attain measurable performance goals/targets that support the City's mission. Pay will be based on performance while **considering market conditions**.

34



## City of Charlotte Human Resources Philosophy - continued

Base pay is the primary type of pay used to maintain market competitiveness; incentive pay will be the primary pay method used to communicate the changing goals of the City and to encourage teamwork. Employees will also be rewarded for attaining skills which make them more flexible and useful in helping Business Units meet their goals.

The City's Benefits Plan will provide a **moderate level of income protection to employees** against unexpected health, life and disability risks. Employees will be **expected to share** fairly in the cost of their benefits. The City will **aggressively manage health care costs** and actively support employee safety and **wellness programs** to reduce future health care costs.

**Health and Safety**

Employees will be reasonably protected against safety and environmental risks in the workplace.

**Training and Development**

Employees will receive sufficient training and counseling to successfully perform their jobs.

**Employee Communications**

Employees will receive clear and timely communications on issues which affect their work life and will have a reasonable opportunity for input into decisions on these issues.

**Employee Relations**

Employees will be treated with respect and without regard to race, sex, age, creed, handicap or for any other reason not related to their organizational contributions. Diversity will be respected and viewed as an asset to our workforce.

Approved by City Council 1993, revised 1995



## Workforce Composition Calendar Year 2015

Job Category	Total Active Employees	% of Total Active Employee
<b>Broadband Employees</b>		
Service Maintenance	242	3.6%
Skilled Craft	1160	17.1%
Clerical/Admin. Support	657	9.7%
Protective Services	76	1.1%
Technicians	604	8.9%
Professional/Mid Management	1177	17.3%
Executive/Official	65	1.0%
<b>Broadbanding Total Employees</b>	<b>3981</b>	
<b>Public Safety Employees</b>		
Police Sworn Rank	1757	25.9%
Police Sworn Management	19	0.3%
Fire Uniformed Rank	992	14.6%
Fire Uniformed Management	38	0.6%
<b>Public Safety Total Employees</b>	<b>2806</b>	
<b>Total Employees</b>	<b>6787</b>	



## FY2016 Public Safety Pay Plan

### POLICE DEPARTMENT

Initial increase at the end of recruit school and completion of field training (app 8 mos), then annually.

New Hire		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
POLICE OFFICER 3102		807.87	848.26	890.67	935.21	981.97	1031.07	1056.85	1083.27	1110.36	1138.10	1166.56	1195.73	1225.62
		\$42,009	\$44,110	\$46,315	\$48,631	\$51,062	\$53,616	\$54,956	\$56,330	\$57,739	\$59,181	\$60,661	\$62,178	\$63,732
POLICE SERGEANT 3110	Step 1	1449.16	1485.38	1522.51	1598.64									
		\$75,356	\$77,240	\$79,171	\$83,129									
RESPONSE AREA COMMANDER 3110	Step 1	1736.20												
		\$90,282												

### FIRE DEPARTMENT

New Hire		Step 1	Step 2	Step 3	Step 4	Step 5								
FIREFIGHTER I 3006		769.41	807.87	848.26	890.67	935.21								
		\$40,009	\$42,009	\$44,110	\$46,315	\$48,631								
FIREFIGHTER II 3008					890.67	935.21	981.97	1006.52	1031.68	1057.47	1083.92	1111.02	1138.79	
					\$46,315	\$48,631	\$51,062	\$52,339	\$53,647	\$54,988	\$56,364	\$57,773	\$59,217	
FF ENGINEER 3011								1006.52	1031.68	1057.47	1083.92	1111.02	1138.79	1167.26
								\$52,339	\$53,647	\$54,988	\$56,364	\$57,773	\$59,217	\$60,698
FIRE CAPTAIN 3016	Step 1	1314.41	1347.28	1380.96	1450.01	1522.50								
		\$68,349	\$70,059	\$71,810	\$75,401	\$79,170								

37



## Internal Data Sources

Survey Source	Scope
National Municipalities (Police & Fire)	400,000 - 1.6 million
Regional Municipalities (Police & Fire)	400,000 +
National Municipalities (Non-Public Safety Classes)	400,000 - 1.6 million
Regional Municipalities (Non-Public Safety Classes)	400,000 +
Charlotte Area Companies	Charlotte
Charlotte Area Municipalities	U.S.
Large National/Regional Airports	U.S.
National Crime Laboratories	U.S.
National Water-Sewer Utilities	400,000 - 1.6 million
Regional Water-Sewer Utilities	400,000 +
National/Regional Transit Organizations	U.S.

38



## External Data Sources

<p>Towers Watson Office Professional Administrative Professional Technical &amp; Operations Technical Support &amp; Production Supervisory &amp; Middle Management Top Management Engineering, Design, and Drafting Accounting and Finance Call Center and Customer Service Information Technology and eCommerce Logistics and Materials Management Human Resources Marketing and Communications</p> <p>The Employers Association (Charlotte Area) The Employers Association National Executive</p> <p>PAS Construction/Management PAS Journeyman/Foreman</p>	<p>Mercer Human Resource Consulting Finance, Accounting, and Legal Human Resources/Training Information Technology Contact Center Executive Logistics &amp; Supply Chain Sales, Marketing, &amp; Communications</p> <p>Dietrich Draft &amp; Design Dietrich Engineering</p> <p>Airports Council International - North America</p> <p>American Public Transportation Association</p> <p>American Waterworks Association</p> <p>Urban and Regional I.S. Systems Assc./GIS</p> <p>American Society of Animal Welfare Admin</p>
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39



## Approved Pay Recommendations 10 Year History

Fiscal Year	Public Safety Pay Plan Step	PSPP Mkt Adjustment to Steps	PSPP Total Increase if Below Top Step	PSPP Average Increase	Broadbanding Merit
FY 2016	2.5%-5.0%	0.75%	3.25%-5.75%	2.0%	1.5%
FY 2015	2.5%-5.0%	1.5%	4.0%-6.5%	3.0%	3.0%
FY 2014	2.5%-5.0%	1.0%	3.5%-6.0%	3.5%	2.0%
FY 2013 *	2.5%-5.0%	1.5%	4.0%-6.5%	5.1%	3.0%
FY 2012 **	0.0%	0.0%	0.0%	0.0%	0.0%
FY 2011	2.5%	2.0%	4.5%	3.2%	2.0%
FY 2010	0.0%	0.0%	0.0%	0.0%	0.0%
FY 2009	5.0%	3.5%	8.5%	5.7%	3.5%
FY 2008	5.0%	3.7%	8.7%	6.0%	3.7%
FY 2007	5.0%	3.0%	8.0%	5.1%	3.0%

\* Converted to combination of 2.5% and 5% steps

\*\* All eligible employees received a 1% lump sum

40



## Health Insurance Cost Containment Strategy, cont.

YEAR	COST SHARING	VENDOR MANAGEMENT	PLAN DESIGN	HEALTH MANAGEMENT	PRESCRIPTION DRUG MANAGEMENT	WELLNESS
FY07	<p>Continued to monitor competitive practices for cost sharing by employees and retirees</p> <p>Increased employee share from 10% to 12% for single coverage</p> <p>Increased employee/dependent share from 31% to 33% of total premium</p> <p>Increased retiree only cost share from 15% to 20%</p> <p>Increased retiree/dependent cost share from 40% to 44% of total</p>	<p>Conducted rebidding process for medical and pharmacy vendors</p>	<p>Developed and implemented GASB compliance strategy</p>	<p>Evaluated feasibility of merging DM and wellness vendors</p> <p>Rebid Disease Management contract</p> <p>Changed disease management vendors</p>	<p>Evaluated carve-out program and other pharmacy plan designs</p> <p>Continued to evaluate cost saving strategies for Rx plan</p> <p>Rebid Pharmacy Plan</p>	<p>Continued promoting onsite wellness through various worksite challenges and programs. Provided onsite blood pressure screenings and flu shots</p> <p>Began exploring wellness incentives to further control health care costs</p>
FY08	<p>Increased employee share from 12% to 15% for single coverage</p> <p>Increased employee/dependent share from 33% to 34% of total premium</p> <p>Increased retiree only cost share from 20% to 25%</p> <p>Increased retiree/dependent cost share from 43% to 44% of total</p>	<p>Rebid the medical plan during FY08</p>	<p>Increased Emergency Room copay for all plans from \$100 to \$150</p> <p>Explored feasibility of implementing a consumer-driven health care plan</p>	<p>Continued to monitor effectiveness of disease management program</p>	<p>Implemented improved pharmacy contract as a result of rebidding process</p> <p>Implemented custom care retail program which provides a retrospective review of pharmacy claims</p>	<p>Continued promoting onsite wellness through various worksite challenges and programs. Provided onsite blood pressure screenings and flu shots</p>

41



## Health Insurance Cost Containment Strategy cont.

YEAR	COST SHARING	VENDOR MANAGEMENT	PLAN DESIGN	HEALTH MANAGEMENT	PRESCRIPTION DRUG MANAGEMENT	WELLNESS
FY09	<p>Increased employee share from 15% to 17.5% for single coverage</p> <p>Increased employee/dependent share from 24% to 25% of total premium</p> <p>Increased retiree only cost share from 25% to 30%</p> <p>Increased retiree/dependent cost share from 44% to 45%</p>	<p>Implemented vendor change as a result of rebidding. Added BCBSNC effective 1/1/09 as a vendor and terminated WellPath</p> <p>In an effort to reduce FY10 budget and GASB liability, conducted RFP process to change retiree insurance for Medicare-eligible retirees from a self-insured arrangement to a fully-insured arrangement</p>		<p>Terminated telephonic disease management program through Active Health</p> <p>Conducted RFP process to select a vendor to manage onsite health management program with the first phase being diabetes management</p>	<p>Implemented maintenance choice provision in prescription drug plan offering member the option to pick up 90-day prescriptions at a local CVS</p>	<p>Continued promoting onsite wellness through various worksite challenges and programs. Provided onsite blood pressure screening and onsite flu shots. Implemented enhanced wellness incentives. Employees had 2 opportunities to receive a \$50 cash incentive for taking health risk assessment and participating in health coaching</p> <p>Offered enhanced coaching and lifestyle management programs through Gordian. Expanded health coaching and health risk assessments to include covered dependents and non-Medicare retirees</p>
FY10	<p>Increased employee share from 17.5% to 20% for single coverage</p> <p>Increased retiree only cost share from 30% to 32.5%</p>	<p>Implemented vendor change for retiree medical insurance for Medicare-eligible retirees</p>	<p>Increased plan deductibles and out-of-pocket maximum</p> <p>Increased copays for PCP and specialists</p> <p>Eliminated retiree insurance for employees hired on or after 7/1/2009</p>	<p>Implemented onsite diabetes management program through American Health Care. Participants receive reduced copays on diabetes medications and supplies</p>	<p>In effort to promote increased generic utilization, implemented free generic program for 3 months and reduced generics thereafter. Increased copays for preferred and non-preferred drugs.</p> <p>Implemented specialty drug management program for high-cost specialty medications</p> <p>Implemented high performance formulary to encourage generic use for certain drug classes</p> <p>Implemented \$100 front-end deductible for brand drugs</p>	<p>Covered smoking cessation drugs under the prescription drug plan if member participates in health coaching</p> <p>Continued promoting worksite wellness initiatives such as flu shots and various onsite programs. Continued promoting health coaching and individual health assessments.</p>
FY11	<p>Continue to monitor competitive practices for cost sharing by employees and retirees</p>	<p>Implemented BCBSNC as the single medical vendor effective 1/1/11</p> <p>Conducted rebidding process for medical, pharmacy and wellness vendors</p>	<p>Revised PPO B plan to a higher deductible plan</p> <p>Implemented a higher deductible for tobacco users</p>	<p>Continued to aggressively manage onsite diabetes management program and began program expansion to include asthma</p> <p>Implemented BCBSNC disease management program</p>	<p>Implemented high performance formulary to encourage generic use for certain drug classes</p> <p>Implemented \$100 front-end deductible for brand drugs</p>	<p>Implemented premium differential for employees participating in specified wellness activities (biometric screening, health assessment and ongoing health coaching)</p> <p>Continued promoting worksite wellness programs (i.e. flu shots, weight management, blood pressure screenings)</p>

42



## Health Insurance Cost Containment Strategy, cont.

YEAR	COST SHARING	VENDOR MANAGEMENT	PLAN DESIGN	HEALTH MANAGEMENT	PRESCRIPTION DRUG MANAGEMENT	WELLNESS
FY12	Continued to monitor competitive practices for cost sharing.  Increased retiree only cost share from 32.5% to 37.5%  Increased retiree/dependent cost share from 45% to 47.5%	Conducted rebidding process for Medicare-eligible retiree insurance plan  Conducted a dependent eligibility audit to ensure only eligible dependents are covered  Conducted rebidding process for dental, flex spending and Cobra administration  Conducted vendor summit with all vendors to ensure successful vendor integration  Contracted with Willis for benefits consulting services	Increased deductibles and out-of-pocket maximum in PPO A plan  Modified plan design to make the basic PPO plan a higher deductible plan  Implemented a network based dental design with high and low plan options  Implemented coverage for same sex domestic partners	Evaluated administration of diabetes management program to consolidate with overall wellness program  Moved administration of onsite diabetes management to wellness administrator (Provant) to increase efficiencies and improved outcomes	Continued contracting with CVS Caremark effective 7/1/2011 after completion of rebidding process. Implemented a generous generic program for 3 months to encourage generic utilization	Contracted with Provant Health for wellness program and incentive administration  Continued promoting worksite wellness programs
FY13	Continued to monitor cost sharing practices  Increased retiree only cost share from 37.5% to 42.5%  Increased retiree/dependent cost share from 47.5% to 50% of total	Implemented change in vendors for Medicare-eligible retirees  Conducted medical claims audit  Implemented new dental vendor, flex spending and Cobra administrator	Modified plan design to make the basic PPO plan a higher deductible plan  Implemented a network based dental design with high and low plan options  Implemented coverage for same sex domestic partners	Moved administration of onsite diabetes management to wellness administrator (Provant) to increase efficiencies and improved outcomes	Implemented pilot program for reduced copays for specified conditions to encourage medication therapy compliance	Continued contract with Provant including overall wellness incentive administration  Revaluated onsite mobile mammography options  Continued promoting a number of worksite wellness programs

43



## Health Insurance Cost Containment Strategy, cont.

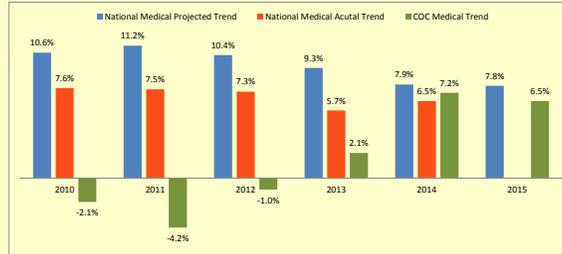
YEAR	COST SHARING	VENDOR MANAGEMENT	PLAN DESIGN	HEALTH MANAGEMENT	PRESCRIPTION DRUG MANAGEMENT	WELLNESS
FY14	Continued to monitor cost sharing practices  Increased retiree only cost share from 42.5% to 45%	Implemented telemedicine program through Teledoc  Conducted rebidding process for pharmacy benefit administration  Conducted annual vendor summit to promote effective vendor integration	Modified medical plan design by increasing deductibles, out-of-pocket maximum and implementing increased ER copays for frequent ER users	Expanded onsite health coaching due to increased number of members with diabetes/metabolic syndrome	Implemented additional step therapy requirements for specified drug classes  Continued to focus on aggressive strategies to manage high cost specialty drugs	Continued to promote wellness participation by increasing premium incentive  Expanded wellness incentive strategy to include spouses  Integrated tobacco user deductible into overall wellness strategy
FY15	Increased total medical premiums by 5.2% for both plans. Adjusted cost sharing among the tiers of coverage	Conducted health network assessment to determine necessity of rebidding the medical plan.  Implemented new and improved pharmacy contract with CVS Caremark as a result of rebidding.  Implemented new and improved contract with BHS for employee assistance program.	Modified medical and R <sub>x</sub> plan design to adjust out-of-pocket maximums to comply with the Patient Protection and Affordable Care Act.  Increased out-of-network dental plan deductibles.	Worked with Provant to refine all aspects of onsite health coaching.	Implemented pharmacy advisor program with Caremark to continue to manage pharmacy costs.  Continued to work with Caremark to manage high cost specialty drugs.	Monitored all aspects of the Wellness program  Continued evaluation of employee health clinics.
FY16	Effective July 4, 2015, restricted enrollment in the PPO Plus plan to those currently enrolled in the health insurance plan. New hires only permitted to enroll in the PPO Basic Plan and any future plan additions		Implemented no plan provision changes.  Same-sex domestic partner coverage discontinued effective 1/1/2016.	Partnered with OurHealth to open five MyClinics beginning January 1, 2016. Provides acute, urgent, primary care, laboratory services and limited drug dispensing.	Implemented Specialty Connect with CVS Caremark to continue to manage high cost specialty drugs.  Added additional drugs to the Prior Authorization list and Exclusions list.	Increased Employee/Spouse and Employee/Family wellness incentive to \$960.

44

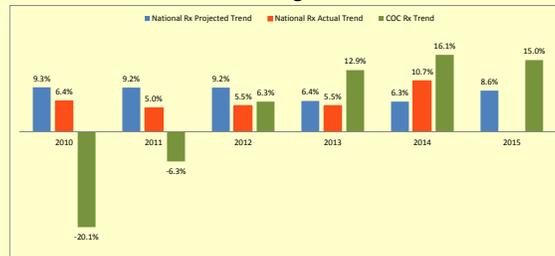


## City of Charlotte's Five Year Trend

### Medical Trend



### Pharmacy Trend



45



## 2016 Premium Costs

### Wellness Incentive Monthly Rates

#### – Basic PPO

	Total	Employee	City
Employee	\$463.09	\$71.24	\$391.85
Employee/Child	\$810.41	\$338.43	\$471.98
Employee/Spouse	\$972.50	\$374.10	\$598.40
Employee/Family	\$1,481.90	\$421.85	\$1,060.05

#### – Plus PPO

	Total	Employee	City
Employee	\$623.43	\$133.31	\$490.12
Employee/Child	\$1,091.01	\$461.44	\$629.57
Employee/Spouse	\$1,309.23	\$541.30	\$767.93
Employee/Family	\$1,995.01	\$568.88	\$1,426.13

\* Non wellness premiums are an additional \$40 per month for employee only and employee child coverage and an additional \$80 per month for employee/spouse and employee/family coverage.

46



## 2016 Premium Costs, cont.

### Retiree Medical Coverage

- **20 + years** - Retirees pay 45% of premium for individual coverage
- **15 - < 20 years** - Retirees pay 45% of premium for individual coverage and 100% of premium for covered dependents
- **10 < 15 years of service** - Retiree pays full cost

20 Year Retiree Monthly Rates-

#### Basic Plan

	Total	Retiree Pays	City Pays
Retiree	\$464.95	\$209.23	\$255.72
Retiree/Child	\$1,142.70	\$571.35	\$571.35
Retiree/Spouse	\$1,195.24	\$597.62	\$597.62
Retiree/Family	\$1,267.26	\$633.63	\$633.63

#### Plus Plan

Retiree	\$650.00	\$292.50	\$357.50
Retiree/Child	\$1,550.00	\$775.00	\$775.00
Retiree/Spouse	\$1,625.00	\$812.50	\$812.50
Retiree/Family	\$1,880.00	\$940.00	\$940.00

47



## 2016 Premium Costs, cont.

### Dental (Employees Only/Retirees Not Eligible)

- Two plan options - Dental Basic and Dental Plus. City contributes \$28 to the Plus plan and \$30 to the Basic Plan.

- Dental Basic Monthly Rates

	Total	Employee	City
Employee	\$30.72	\$ 0.72	\$30.00
Employee+Child	\$54.57	\$24.57	\$30.00
Employee+Spouse	\$61.50	\$31.50	\$30.00
Employee+Family	\$85.34	\$55.34	\$30.00

- Dental Plus Monthly Rates

Employee	\$47.04	\$19.04	\$28.00
Employee+Child	\$93.05	\$65.05	\$28.00
Employee+Spouse	\$94.12	\$66.12	\$28.00
Employee+Family	\$140.13	\$112.13	\$28.00

48



## FY2016 Summary of Additional Insurance Coverages

- Short Term Disability
  - City pays 100% of costs
- Basic Life
  - City pays 100% of costs
- Additional voluntary benefits
  - Employee pays 100% of costs
    - Supplemental Term Life Insurance
    - Voluntary Vision
    - Voluntary Accident and Critical Illness
    - Whole Life Insurance
    - Long Term Disability

49



## Retirement Benefits Comparison

	N.C. Local Governmental Employees' Retirement System (General Employees)	N.C. Local Government Employees' Retirement System (Law Enforcement Officers)	Charlotte Firefighters' Retirement System
Eligibility Criteria for "Full Retirement"	<ul style="list-style-type: none"> <li>• 30 years of service, or</li> <li>• 25 years (age 60), or</li> <li>• 5 years (age 65)</li> </ul>	<ul style="list-style-type: none"> <li>• 30 years of service, or</li> <li>• 5 years (age 55)</li> </ul>	<ul style="list-style-type: none"> <li>• 30 years of service, or</li> <li>• 25 years (age 50), or</li> <li>• 5 years (age 60)</li> </ul>
Eligibility Criteria for "Early Retirement"	<ul style="list-style-type: none"> <li>• 20 years (age 50), or</li> <li>• 5 years (age 60)</li> </ul>	<ul style="list-style-type: none"> <li>• 15 years (age 50)</li> </ul>	<ul style="list-style-type: none"> <li>• 25 years (before age 50)</li> </ul>
Benefits Formula for Basic Retirement System	1.85% of "average final compensation" (highest 48 consecutive months ) TIMES years and months of service	1.85% of "average final compensation" (highest 48 consecutive months) TIMES years and months of service	2.6% of "final average salary" (highest 24 consecutive months) TIMES years and months of service
Average Benefit Amount for "Full Retirement" (Assuming 30 Yrs of Service)	Approximately 55% of final gross income with 30 years of service	Approximately 90% of final gross income (including 401k and Special Separation Allowances mandated by State) with 30 years of service	Approximately 78% of final gross income
Contribution Rate (As a Percentage of Pay) to Basic Retirement System	City – 6.67% (+7.65% for Social Security) Employee – 6% (+7.65% for Social Security)	City – 7.15% (+7.65% for Social Security) Employee – 6% (+7.65% for Social Security)	City – 12.65% plus 1.45% for Medicare Employee – 12.65% Note: Firefighters are not in Social Security System
Contribution Rate (As a Percentage of Pay) to 401(k) Plan	City – 3% Employee – Voluntary	City – 5% (mandated by State) Employee – Voluntary	City – 3% Employee – Voluntary
Other City-Funded Sources of Retirement Income	None	Special Separation Allowance mandated by State-City must pay eligible law enforcement officers monthly benefit to age 62*	None
Benefits Adjustments to Retirees	Possible adjustment to monthly allowance, based on actuarial gains from investments	Possible adjustment to monthly allowance, based on actuarial gains from investments	Possible adjustment (lump sum, once per year), based on actuarial gains from investments
*Special Separation Monthly Amount – 0.85% of base monthly compensation times years of creditable service			Updated 03/2016

50



## Wellness

- Increased focus on Wellness since 2004
- Wellness Works
  - Wellness challenges
  - Flu shots/blood pressure screenings
  - Onsite education programs
  - Tobacco cessation
  - Onsite fitness center
  - Employee Assistance Program
  - Premium based incentive for health screening and coaching
  - Comprehensive onsite coaching program to include diabetes, metabolic syndrome, and increased waist circumference
  - Inclusion of spouses in the incentive program in 2014

51



## Turnover Trend Data

2015				
Category	Total	Retirement	Voluntary	Involuntary
Broadbanding Total	10.2%	2.2%	6.1%	1.9%
Public Safety Total	5.9%	2.8%	3.0%	0.1%
Total	8.4%	2.5%	4.8%	1.1%
2014				
Category	Total	Retirement	Voluntary	Involuntary
Broadbanding Total	9.3%	1.9%	5.6%	1.8%
Public Safety Total	5.1%	2.7%	2.3%	0.1%
Total	7.5%	2.2%	4.2%	1.1%
2013				
Category	Total	Retirement	Voluntary	Involuntary
Broadbanding Total	10.5%	2.5%	6.0%	2.0%
Public Safety Total	3.9%	2.4%	1.3%	0.1%
Total	7.6%	2.5%	4.0%	1.2%
2012				
Category	Total	Retirement	Voluntary	Involuntary
Broadbanding Total	9.1%	2.0%	5.2%	1.9%
Public Safety Total	3.7%	2.2%	1.3%	0.2%
Total	6.7%	2.1%	3.5%	1.2%

52



## Turnover by Job Category Calendar Year 2015

Category	Total # of Total		Retirement		Voluntary		Involuntary	
	Terminations	Turnover	Retirements	Turnover Rate	Terminations	Turnover Rate	Terminations	Turnover Rate
Service Maintenance	43	17.8%	2	0.8%	21	8.7%	20	8.3%
Skilled Craft	115	9.9%	26	2.2%	64	5.5%	25	2.2%
Clerical/Admin. Support	81	12.3%	12	1.8%	55	8.4%	14	2.1%
Protective Services	11	14.5%	3	3.9%	7	9.2%	1	1.3%
Technicians	65	10.8%	18	3.0%	38	6.3%	9	1.5%
Professional/Mid Management	90	7.6%	27	2.3%	57	4.8%	6	0.5%
Executive/Official	1	1.5%	1	1.5%				
<b>Broadbanding Total</b>	<b>406</b>	<b>10.2%</b>	<b>89</b>	<b>2.2%</b>	<b>242</b>	<b>6.1%</b>	<b>75</b>	<b>1.9%</b>
Police Sworn Rank	118	6.7%	41	2.3%	75	4.3%	2	0.1%
Police Sworn Management	3	15.8%	3	15.8%				
Fire Uniformed Rank	42	4.2%	32	3.2%	9	0.9%	1	0.1%
Fire Uniformed Management	3	7.9%	3	7.9%				
<b>Public Safety Total</b>	<b>166</b>	<b>5.9%</b>	<b>79</b>	<b>2.8%</b>	<b>84</b>	<b>3.0%</b>	<b>3</b>	<b>0.1%</b>
<b>Total</b>	<b>572</b>	<b>8.4%</b>	<b>168</b>	<b>2.5%</b>	<b>326</b>	<b>4.8%</b>	<b>78</b>	<b>1.1%</b>

53



## Turnover by Department Calendar Year 2015

Department	# of Terminates	# of Actives	% Turnover
Attorney	1	25	4.0%
Aviation	47	433	10.9%
Charlotte Water	62	773	8.0%
City Clerk	1	5	20.0%
City Manager			
City Manager's Office	1	12	8.3%
CharMeck 311	15	102	14.7%
Community Relations	2	10	20.0%
Corporate Comm & Marketing	3	18	16.7%
Engineering & Property Management	28	401	7.0%
Fire	54	1154	4.7%
Human Resources	4	33	12.1%
Innovation & Technology	22	108	20.4%
Mayor & City Council	0	8	0.0%
Neighborhood & Business Services	15	125	12.0%
Office of Management and Financial Services*	19	269	7.1%
Planning	5	49	10.2%
Police	174	2236	7.8%
Solid Waste	44	282	15.6%
Transit	38	380	10.0%
Transportation	37	364	10.2%
<b>Total Turnover</b>	<b>572</b>	<b>6787</b>	<b>8.4%</b>

Note: Terminations include: Retirements, Involuntary, and Voluntary Terminations

\* Office of Management & Financial Services includes: Administrative Management, Charlotte Business Inclusion, Finance, Fleet, Internal Audit, Risk Management, and Strategy & Budget

54