Talent Acquisition

Challenges and Strategies
Where Are We Heading?

- WHAT ARE THE CHALLENGES AT AVALON & TAHOE?
- WHAT DO THESE CHALLENGES MEAN FOR EMPLOYEE RETENTION AT AVALON & TAHOE?
- WHAT ARE THE STRATEGIES FOR OVERCOMING THOSE CHALLENGES?
Challenges
STRUGGLES WITH CURRENT EMPLOYEES
Challenges

1. Attendance
2. Motivation / Initiative / Innovation
3. Work Ethic
Challenges

4. Entitlement

5. Ownership vs. Victimization

6. Expectations of the Employee

7. Expectations of the Employer - Clear Vision
Meaning?

WHAT DO THESE CHALLENGES MEAN FOR EMPLOYEE RETENTION AT AVALON & TAHOE?
Years Vested vs Retention Rates

Employee Turn Over Rate

- 2 Years or Less
- 3 Years or More
- Overall

Years: 2016, 2017, 2018, 2019
Rate Per Employee

National Averages for Losing an Employee

1. Cost for Hiring an Employee
   $4,129

2. 40% of the Employees Salary = $12,064
Dollars Lost by Year

Cost of Departures

<table>
<thead>
<tr>
<th>Year</th>
<th>Dollars Lost</th>
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<tbody>
<tr>
<td>2016</td>
<td>$784,160</td>
</tr>
<tr>
<td>2017</td>
<td>$868,608</td>
</tr>
<tr>
<td>2018</td>
<td>$965,120</td>
</tr>
<tr>
<td>2019</td>
<td>$928,928</td>
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</tbody>
</table>
Dollars Lost

Out The Window in the Last 4 Years

$3,546,816
Strategies

WHAT ARE OUR STRATEGIES FOR OVERCOMING OUR CURRENT CHALLENGES?
Strategies

1. Increased pay coupled with increased expectations
2. Clear career path
3. Communication between schools & businesses (SIG)
4. School tours / visits to employers
5. Visits from employers to schools

6. Teachers / counselors tour employers

7. Externships for teachers during the summer

8. Career Nights

9. Criteria based school tours (attendance, motivation, attitude, grades?)
Strategies

10. Break down the silos of education & industry and create a “spiderweb” where students are naturally “caught” in activities, events, and lifestyles that interest them while engaged with employers in their community.