

# Recruitment and Retention challenges

## DEQ-SPECIFIC DATA



**~60%** OF DEQ EMPLOYEES  
HAVE BEEN IN  
THEIR POSITION  
FOR 3 YEARS OR LESS



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## DEQ-SPECIFIC DATA



Many positions can take **two years of on-the-job training** before fully functioning at the level needed.

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## DEQ-SPECIFIC DATA

DEQ often must hire positions as underfills because candidates with necessary experience do not apply.

**100%** ENGINEERS HIRED IN THE LAST YEAR  
DID NOT HAVE THEIR PROFESSIONAL  
ENGINEERING LICENSE (UNDERFILLED  
AS ENGINEER INTERNS AND ASSOCIATES)



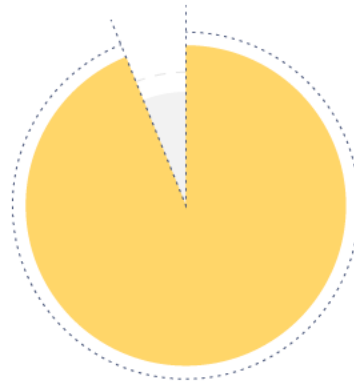
**66%** ENGINEERS HIRED IN THE LAST 2 YEARS  
WERE UNDERFILLS (ENGINEER  
INTERNS AND ASSOCIATES)



# Recruitment and Retention challenges

## COMPETITIVENESS ISSUES

DEQ salaries lag behind private sector, local governments, the federal government and other state agencies.



**94%** EXITING EMPLOYEES  
LEFT FOR  
HIGHER-PAYING  
POSITIONS



**66%** EMPLOYEES WHO LEFT  
RECEIVED 20%+  
HIGHER PAY  
ELSEWHERE

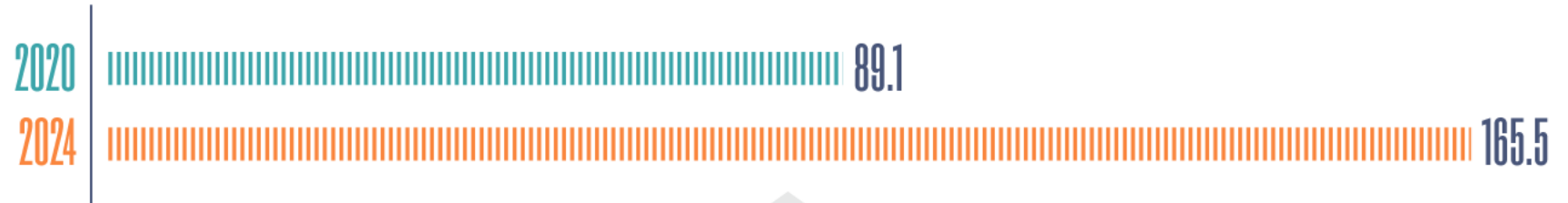


**53%** EMPLOYEES WHO LEFT  
CITED PAY AS  
THE PRIMARY  
REASON

# Impacts

## PERMIT DELAYS

AVERAGE NUMBER OF DAYS TO  
ISSUE AIR CONSTRUCTION PERMITS



**20%** RECYCLED  
WATER  
PERMITS  
**BACKLOGGED**



**67%** WASTEWATER  
SURFACE WATER  
DISCHARGE (IPDES)  
INDIVIDUAL PERMITS  
**BACKLOGGED**