

# Analysis of MOA Recruitment and Retention

Prepared for

## Assembly Quality Municipal Services/Ethics & Elections Committee

November 26, 2025

Prepared by

Ronald Kamahele

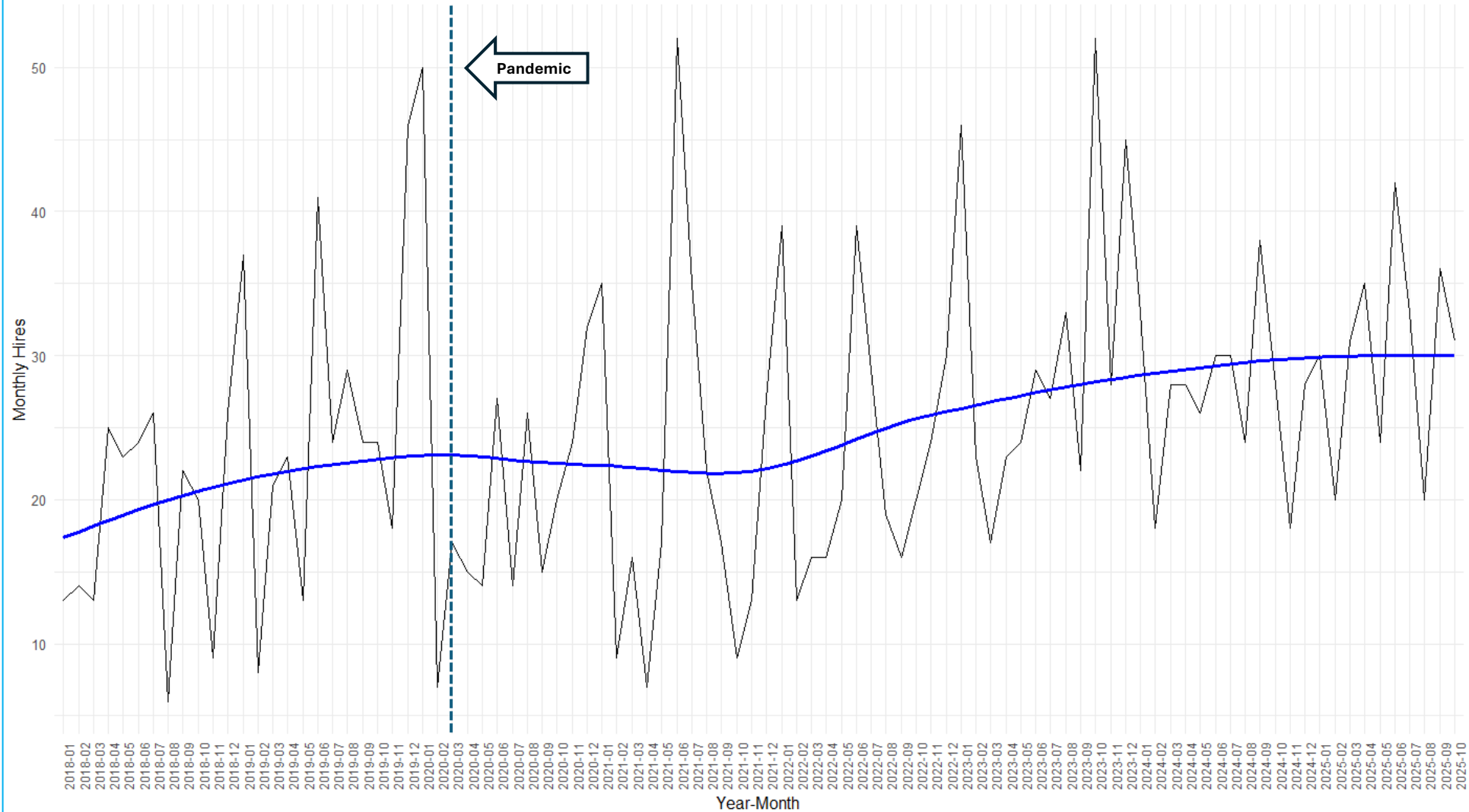
HR Analytics Services

MOA Human Resources Department

**Abstract**

A request by the Assembly Quality Municipal Services/Ethics & Elections Committee for an update on MOA Recruiting and Retention prompted the current study. A longitudinal study was undertaken to respond to these questions. Data was extracted from SAP within the timeframe of January 1, 2018, through to October 31, 2025 (94 months). From these data, Monthly Head Count, Monthly Hires and Monthly Separations were tallied. Trendlines for each were calculated using polynomial functions to arrive at a best fit. For each separation in the data set, years of service upon separation (YOSS) was calculated. As of the end of the study period (October 31, 2025) the Monthly Hiring trend is the highest observed during the entire 94-month span of the study, reaching 30 hires per month. Despite a high Monthly Hiring trend, Head Count has only risen 4.7% since the Head Count low point in October 2023, indicating that separations are suppressing the Head Count. As of the end of the study period (October 31, 2025), the Monthly Separation trend is 27 separations per month. Monthly Separations is 90% of Month Hires. Thus, on a monthly basis separations nullify 90% of monthly hiring activity. In the 25-month timeframe from October 2023 to October 2025, there were 676 separations (average 27 per month) and the median YOSS was 2.96 years. Half of those who separated did so with 2.96 years or less of service. Although recruiting and hiring activity is strong, the MOA struggles with retention. The number of separations serves to nullify 90% of hiring activity and consequently suppresses MOA Head Count. A key driver of separations is the large proportion of employees who stay with the MOA for less than 2.96 years.

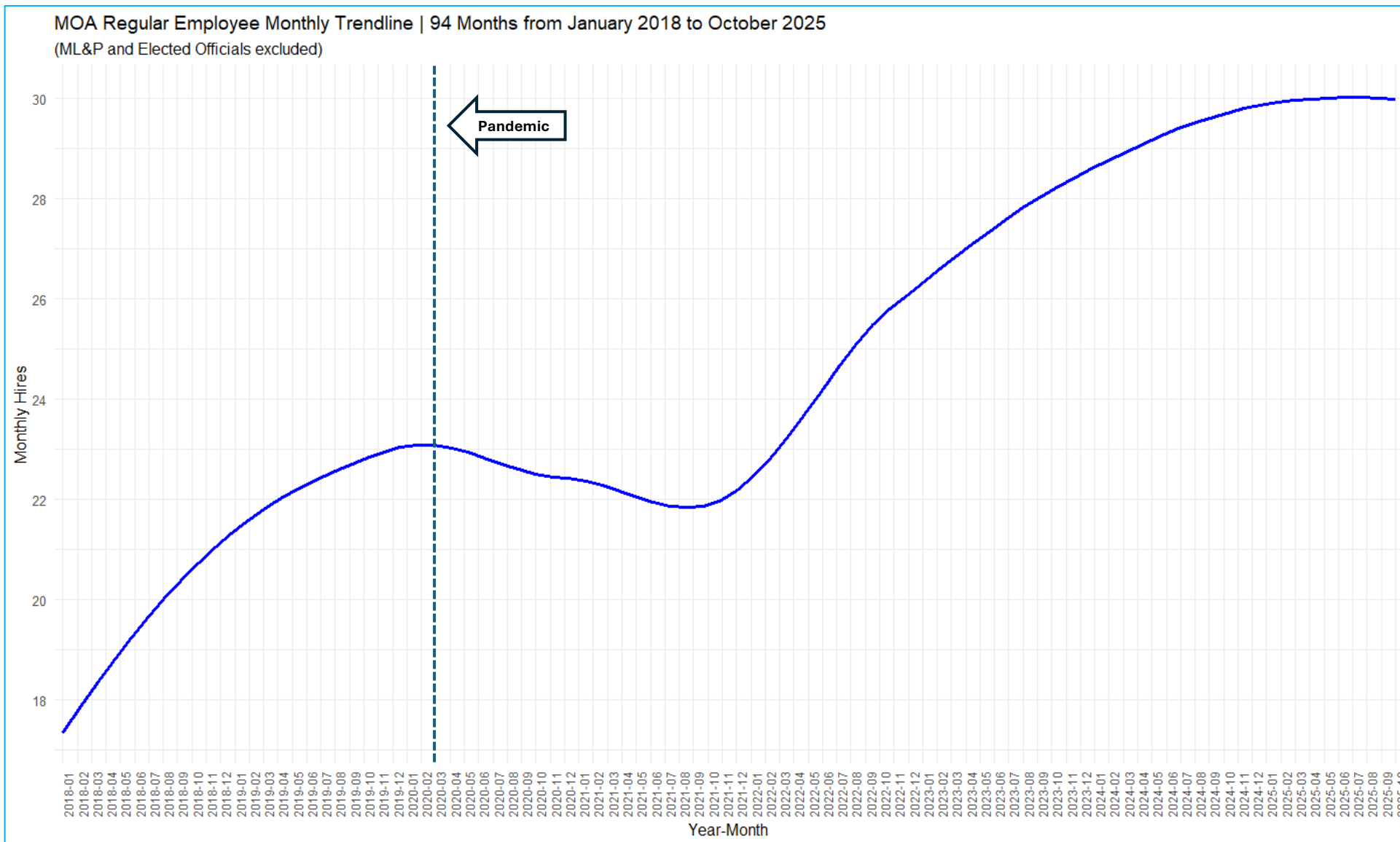
MOA Regular Employee Monthly Hires & Trendline | 94 Months from January 2018 to October 2025  
(ML&P and Elected Officials excluded)



The COVID-19 Emergency was declared in Anchorage on March 2020.

MOA hiring activity varies widely from month to month, ranging from a high of 52 to a low of 6.

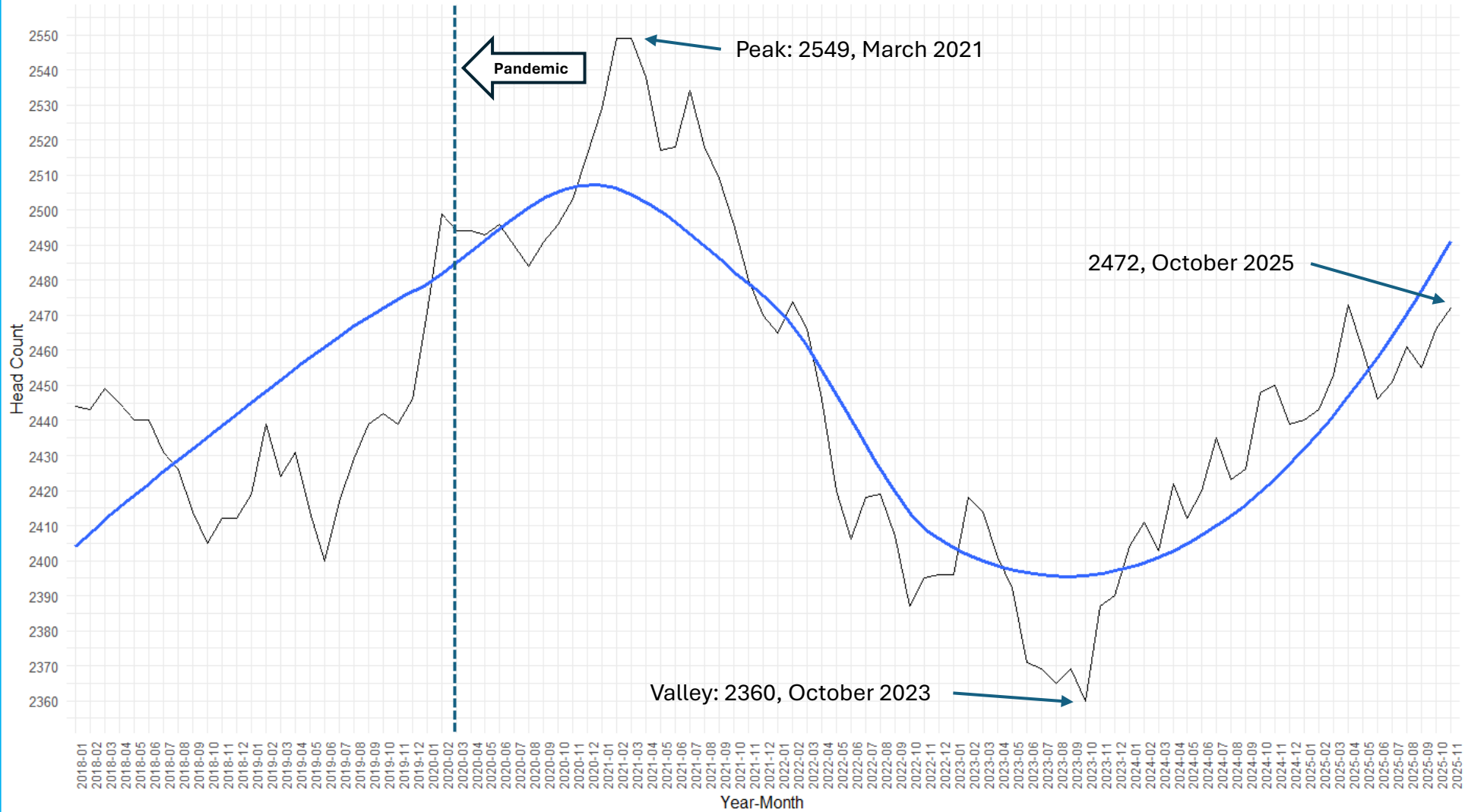
A polynomial function was used to model the monthly hiring trendline.



Looking at the trendline alone, we see that monthly hiring was trending upward until the pandemic. Then there was 19 months of monthly hiring trending downward. Finally, in September or October of 2021 monthly hiring began trending upward again. This upward trend in monthly hiring was consistent over four (4) years.

From this data we conclude that recruiting and hiring is doing well having reached an average hiring rate of 30 per month.

MOA Regular Employee Head Count and Trendline | 95 Months  
(Excludes ML&P and Elected Officials)



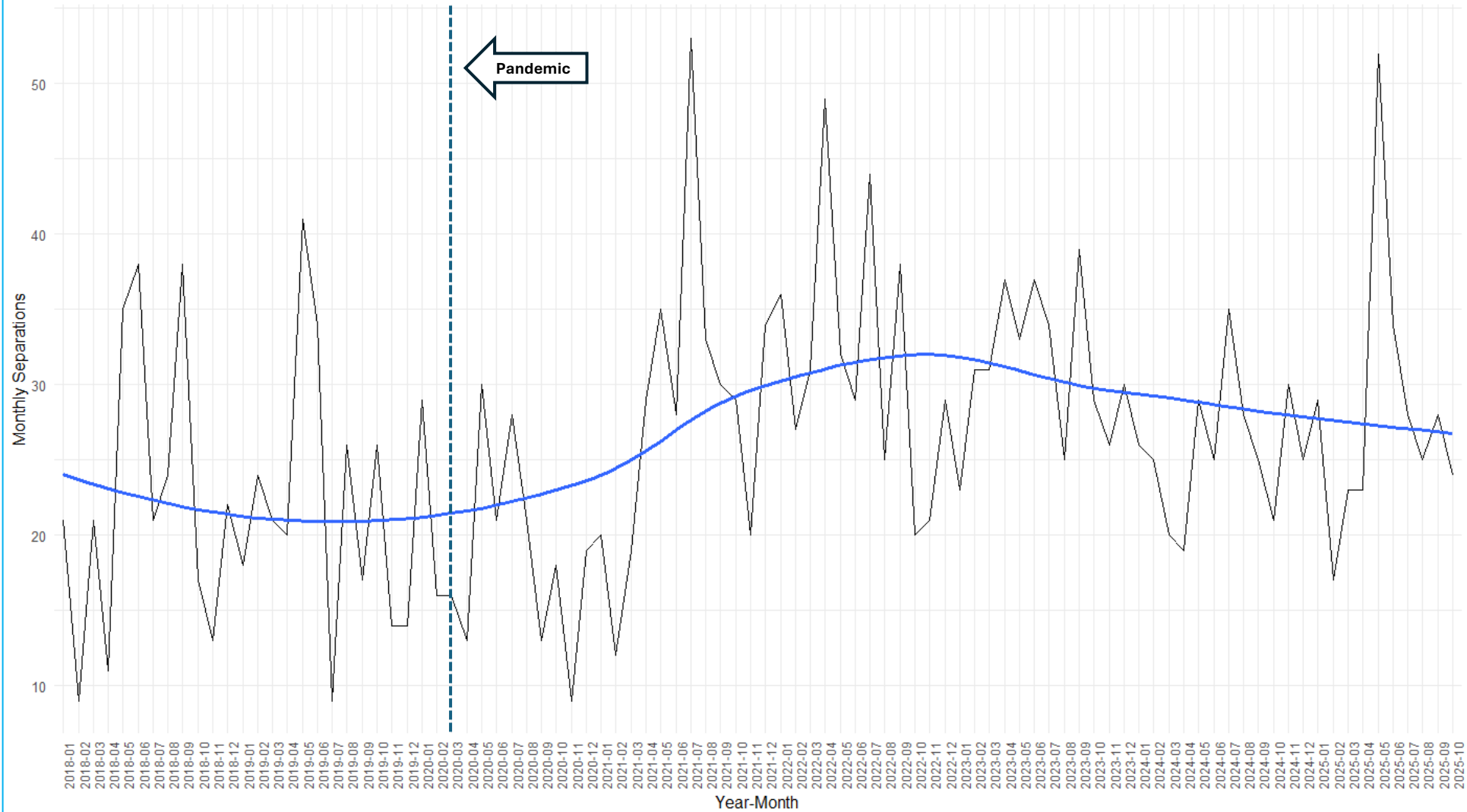
MOA head count reached a peak of 2549 on March 2021. Interestingly, this was a year after the pandemic emergency was declared.

After March 2021, MOA head count dropped consistently for 31 months. October 2023 was the head count Valley with 2360 regular employees.

In the 25 months since October 2023, head count has rising 4.7% (112). However, given the Monthly Hiring trend, this amount of increase appears low.

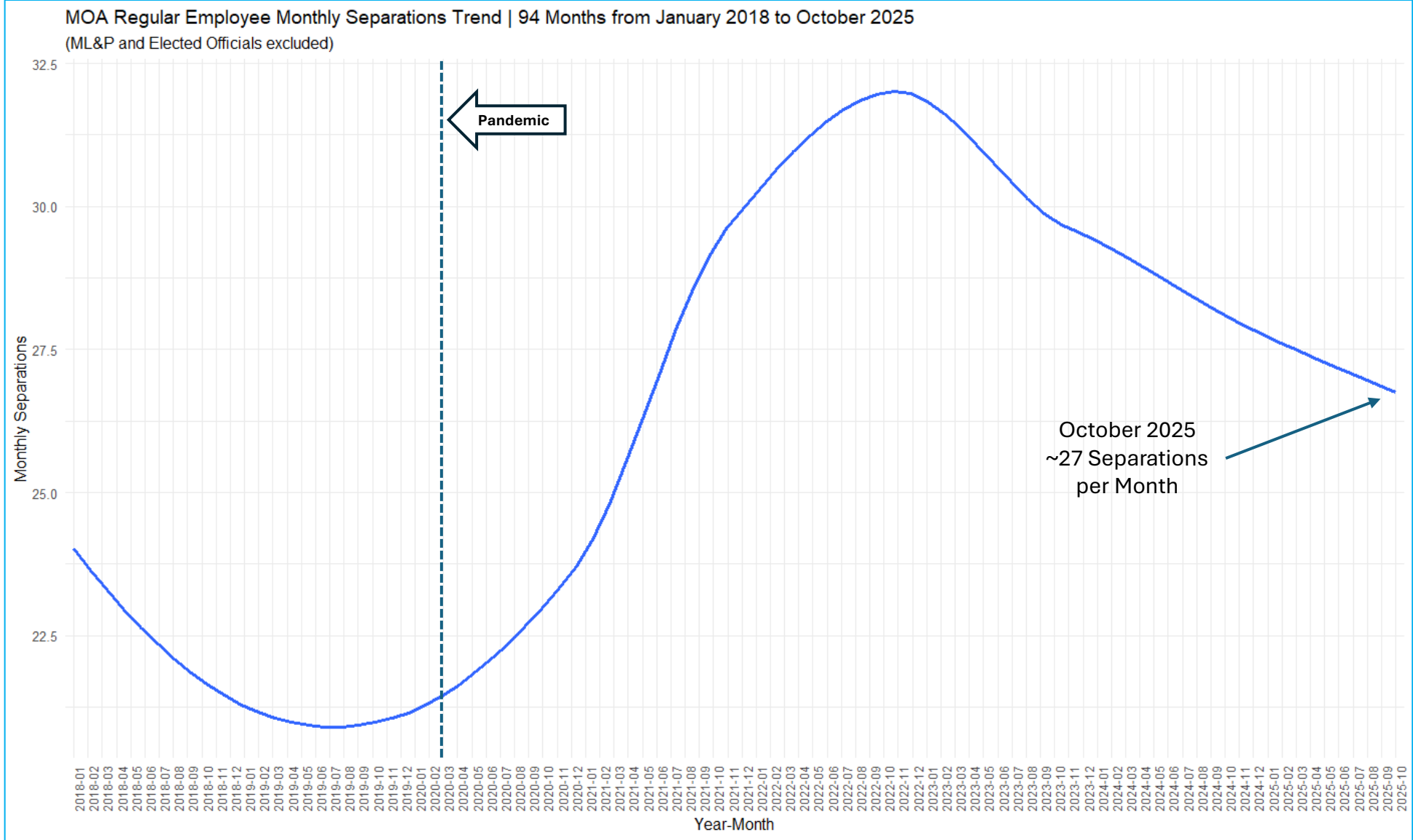
Because Head Count is a function of Hires and Separations, examination of Separations is needed.

MOA Regular Employee Monthly Separations and Trendline | 94 Months from January 2018 to October 2025  
(ML&P and Elected Officials excluded)



MOA separation activity varies widely from month to month, ranging from a high of 53 to a low of 9.

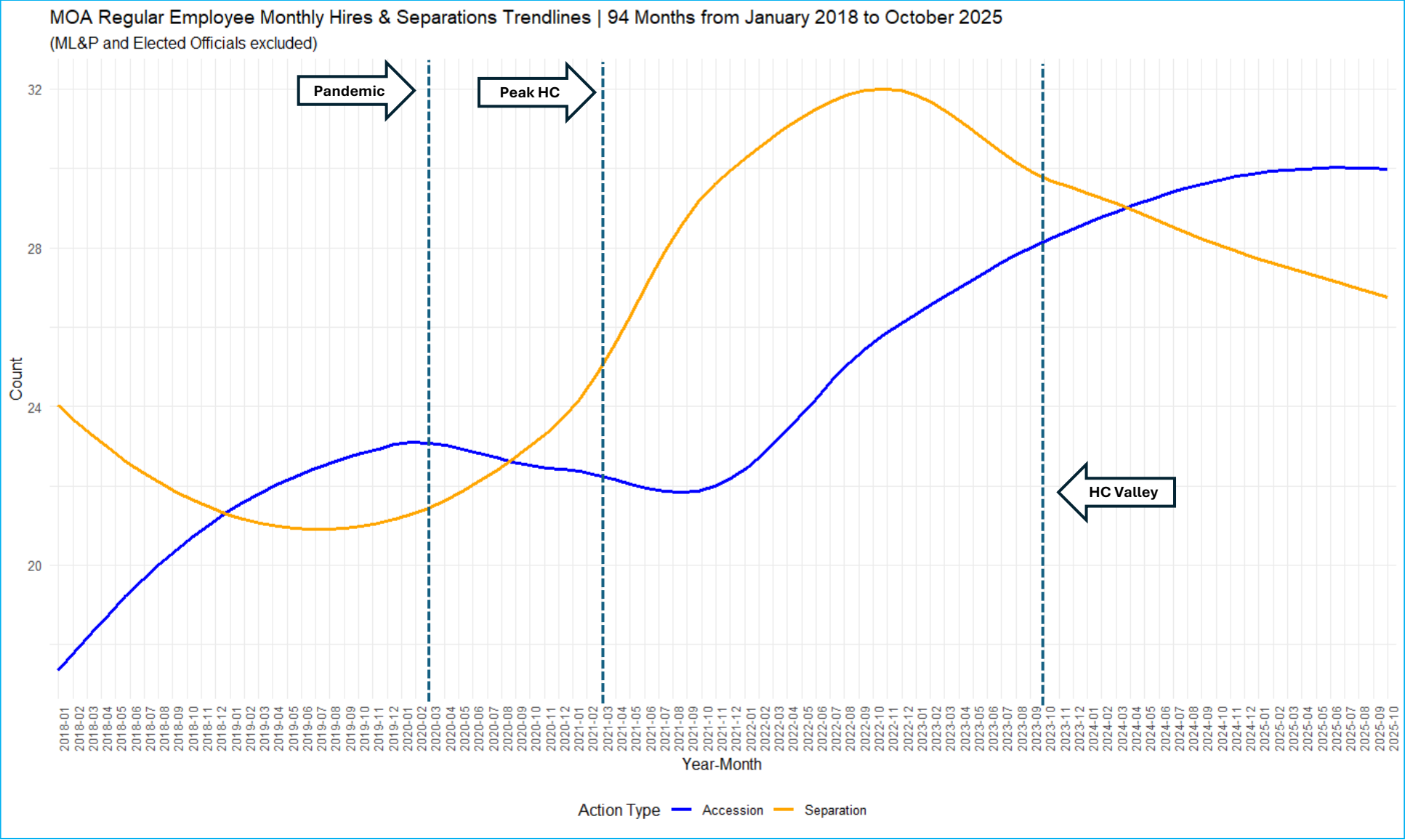
A polynomial function was used to model the monthly separations trendline.



Looking at the trendline alone, we see that monthly separations was trending downward until the a few month before the pandemic. Then there was 40 months of monthly separations trending upward. Finally, in November 2022 monthly separations peaked at 31 separations per month and began trending downward again.

Currently, the monthly separation trend is at 27 per month. This is quite high in comparison to monthly hiring. Essentially, separations nullify 90% of hiring activity.

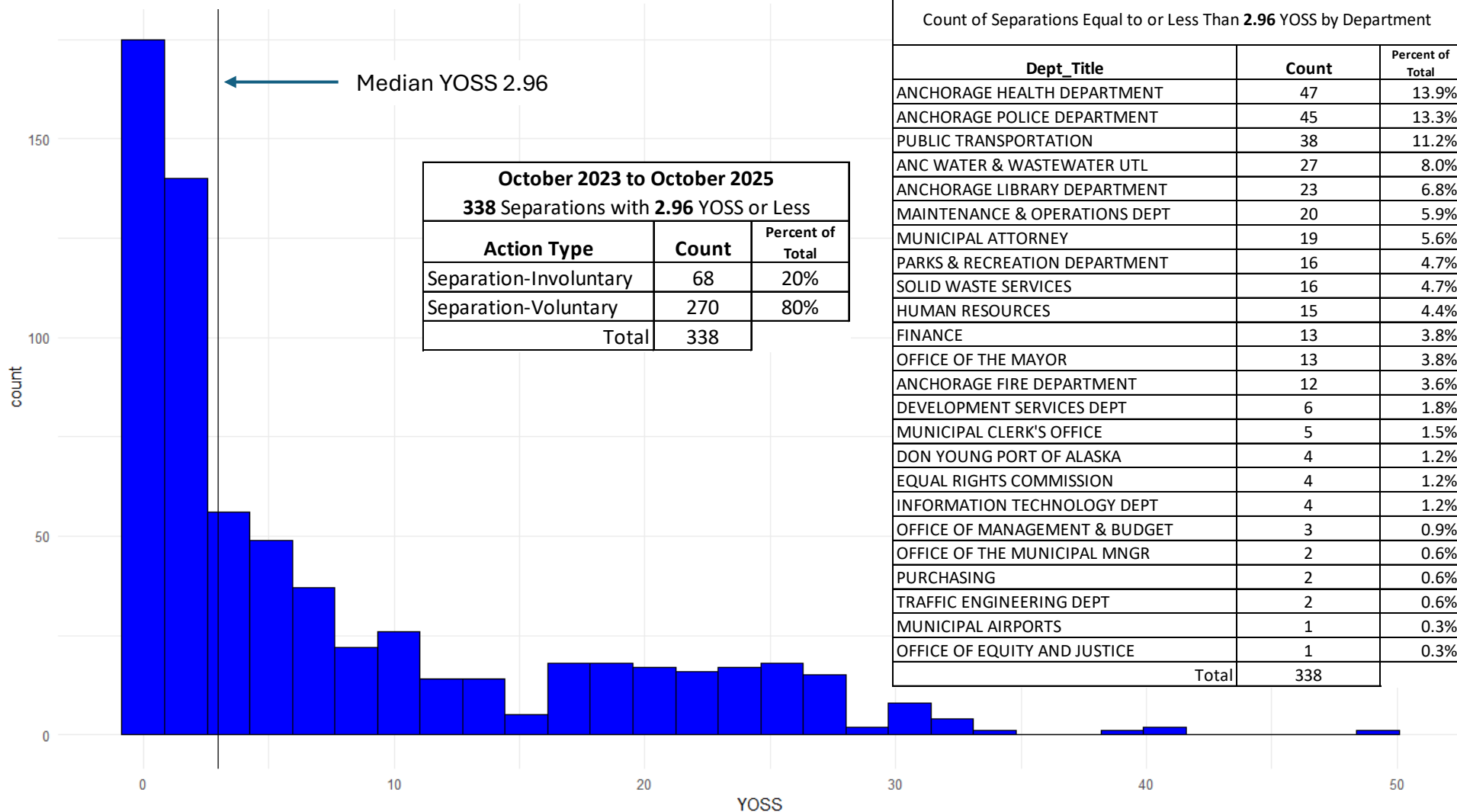
From this data we conclude that the MOA is struggling with retention.



With the hiring trendline and the separations trendline presented together we see that since April 2024 we have entered a region which resembles the region bounded by January 2019 and January 2020 where the hiring trend surpasses the separation trend. However, given that separations are so great compared to hiring it's worth examining separations since October 2023 more closely.

## 676 Regular Employee Separations from October 2023 through October 2025

Histogram: Years of Service Upon Separation (YOSS)



## October 2023 to October 2025 (25 Months)

676 Separations | 27 Separations per Month

Median Years of Service Upon Separation (YOSS): 2.96 years

338 Separations with 2.96 YOSS or Less

Count of Separations Equal to or Less Than 2.96 YOSS by Department

Dept Title	Count	Percent of Total
ANCHORAGE HEALTH DEPARTMENT	47	13.9%
ANCHORAGE POLICE DEPARTMENT	45	13.3%
PUBLIC TRANSPORTATION	38	11.2%
ANC WATER & WASTEWATER UTL	27	8.0%
ANCHORAGE LIBRARY DEPARTMENT	23	6.8%
MAINTENANCE & OPERATIONS DEPT	20	5.9%
MUNICIPAL ATTORNEY	19	5.6%
PARKS & RECREATION DEPARTMENT	16	4.7%
SOLID WASTE SERVICES	16	4.7%
HUMAN RESOURCES	15	4.4%
FINANCE	13	3.8%
OFFICE OF THE MAYOR	13	3.8%
ANCHORAGE FIRE DEPARTMENT	12	3.6%
DEVELOPMENT SERVICES DEPT	6	1.8%
MUNICIPAL CLERK'S OFFICE	5	1.5%
DON YOUNG PORT OF ALASKA	4	1.2%
EQUAL RIGHTS COMMISSION	4	1.2%
INFORMATION TECHNOLOGY DEPT	4	1.2%
OFFICE OF MANAGEMENT & BUDGET	3	0.9%
OFFICE OF THE MUNICIPAL MNGR	2	0.6%
PURCHASING	2	0.6%
TRAFFIC ENGINEERING DEPT	2	0.6%
MUNICIPAL AIRPORTS	1	0.3%
OFFICE OF EQUITY AND JUSTICE	1	0.3%
Total	338	

The tables superimposed over the chart summarize the separations to the left of the “Median YOSS 2.96” line.

In the time frame from October 2023 to October 2025 there were 676 separations. Half of these separations (338) left the MOA with 2.96 years of service or less.

Furthermore, 80% of these were voluntary separations.

This data is another indicator that the MOA is struggling with retention.