



Challenges in Recruiting &  
Retaining Staff

*and*

Tools to Develop a Culture of  
Growth, Development, and  
Belonging

# How to become a place where people want to work?





# Recruiting Basics

## Things that will make recruiting harder

- ▶ Times to avoid
  - ▶ Avoid holiday season (November to January)
  - ▶ Avoid Spring Break and early Summer Break from school
- ▶ Economy
  - ▶ Low unemployment rate
    - ▶ More businesses looking for help
    - ▶ People more comfortable changing jobs
  - ▶ High unemployment rate
    - ▶ More people looking for a job
    - ▶ People less comfortable with risk of changing jobs
- ▶ Searching wrong places
  - ▶ Social media, college alumni boards for entry or low-experience positions
  - ▶ Professional organizations professional job boards for high-experienced positions



**What's the most popular  
reason people leave a job?**

# Retention


Why am I losing quality people?



Always be external issues you can't fix: move to be near a sick relative, promotional opportunity you can't provide, desire for career change, etc.



# How to maintain engagement

- People Come First
  - Avoid Burnout
  - Be Honest
  - Show Appreciation
  - Create Career Pathways
  - Share Information
- 





# Business is Personal

## People Come First

- ▶ Work is not a person's top priority.
- ▶ Opportunity to help one another through life's ups and downs.
- ▶ Managers/Supervisors are likely to not know the full severity of the issue (or it's downplayed).
- ▶ Never shame or begrudge a person for taking personal time.

## Avoid Burnout

- ▶ Avoid repetitious activities where you can.
- ▶ Reward outstanding performance with time off.
- ▶ Consider work from home or alternate schedules if job appropriate.
- ▶ Provide reasonable social activities at work.

*"You can't do a good job if your job is all you do."* – Katie Thurms



# Be Honest and have a Positive Attitude

## Be Honest

- ▶ Don't make promises you can't keep.
- ▶ Under-promise and over-deliver.
- ▶ Be sincere.
- ▶ Never shame or begrudge a person for taking personal time.

## Show Appreciation

- ▶ Say thank you and mean it
- ▶ Have a positive attitude
- ▶ Show appreciation for initiative and creativity (opposite of blame-hunting)
- ▶ Create a safe place for people to apologize

*“Moral authority comes from following universal and timeless principles like honesty, integrity, treating people with respect.” – Stephen Covey*





# Share Information

## Create Career Pathways

- ▶ Create entry level positions
- ▶ Identify career paths in your org
- ▶ Create career ladders with clearly defined education, certification, and experience requirements

## Knowledge is Power-Share It

- ▶ Discuss issues with your teams
- ▶ Create mutually beneficial training opportunities
- ▶ Provide opportunities for people to excel beyond their current job

*"It takes less time to do a thing right, than it does to explain why you did it wrong."* – Henry Wadsworth Longfellow



**Besides pay, what's the most important thing that keeps you happy at work?**



Thank you!

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