



“...meeting community needs...enhancing quality of life.”

MEMO

TO: Municipal Services Committee

FROM: Paula Vandehey, Director of Public Works

DATE: June 24, 2019

SUBJECT: **Employee Retention update for the Department of Public Works**

Recognize and Grow Everyone's Talents is Key Strategy #3 of the City of Appleton's Strategic Plan. Our Outcome for this Key Strategy is "Percent of high performers retained." This memo is an update to the Municipal Services Committee on our concern regarding employee retention within the Department of Public Works.

The City anticipated that we would see an increase in turnover based on the longevity of our workforce, and the trend that employees change jobs quicker than ever before. In order to help recruit and retain the best employees we implemented the following:

- Flexible work options
- Stay Interviews and Personal Development Plans for high performers
- Promoting employees from within our organization
- Department reorganizations
- Title change from Laborer to Operator

Although all of these changes have been positive, they do not appear to resolve the core issue that most employees are telling us is the main reason they leave for another job – money. In 2019, we have already lost eight (8) employees of which four (4) were considered high performing, future leaders for the Department. What has been most frustrating is that we are losing them to neighboring communities that pay higher salaries than we do.

We need to stop this trend as quickly as possible because it impacts our customers both in quantity and quality of the services we provide. Key Strategy #1 of the City's Strategic Plan is *Responsibly Deliver Excellent Services*. Our Outcome for this Key Strategy is "Customer Satisfaction" which I worry will decline as we continue to have this level of turnover. In addition, hiring and training new employees takes a lot of time and effort, which will take away from time performing essential job tasks. To complicate matters, the job market has improved at an incredible rate, and as a result, our candidate pools have dropped off considerably. This makes it very difficult to fill positions that our employees have left.

We are currently working with the Human Resources Department to develop a plan to hopefully address this issue as quickly as possible. We will keep you updated on progress moving forward.

C: Mayor Timothy Hanna
Sandy Matz, Human Resources Director