



PUBLIC WORKS and  
MUNICIPAL SERVICES

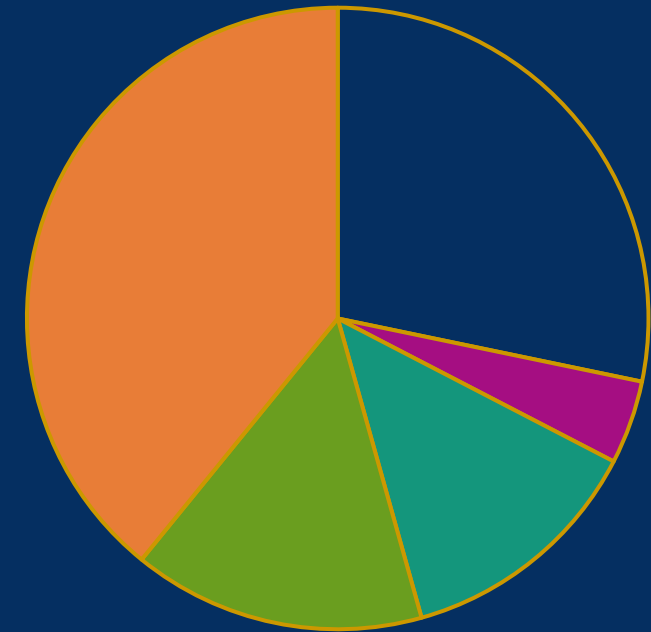
**2023 EMPLOYEE  
HIRING AND  
RETENTION  
CHALLENGES**

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DIVISION	NUMBER OF VACANCIES	NUMBER OF TOTAL POSITIONS	PERCENTAGE OF VACANCIES
Animal Services	13	61	21%
Public Works Engineering	6	17	29%
Flood Control Engineering	2	37	5%
Fleet Management	7	46	15%
Public Works Operations	18	103	17%

Number of Vacancies



- Animal Services
- Public Works Engineering
- Public Works Operations
- Flood Control Engineering
- Fleet Management

# OBSTACLES TO HIRING AND RETENTION

- Compensation
- Shortage of qualified candidates
- Outside markets (government and private)
- Diminished retirement benefits
- Internal equity
- Burnout

# MULTIPLE SOLUTIONS

- Market reviews and internal adjustments (ongoing)
- Reclassifying positions and modifying job descriptions
- Overtime and compensatory time
- Incentive pay and bonuses for extra work

# MULTIPLE SOLUTIONS

- Reduce/manage `` after-hours commitments
- Honor employees' work/life balance
- Manage/minimize points of contact
- Creative recruiting efforts
- Helping other divisions (FC Eng helping PW Eng)