

Succession Planning is often not considered by organizations. They do not know what their workforce will look like two, five, or ten years later. To be an agile organization and respond to changing needs in your workforce, you need to engage in planning via succession planning, also known as business succession planning.

Information provided in the model includes:

- Succession planning strategies in the public sector.
- Challenges of succession planning in the public sector and how to overcome those challenges.
- Tips on how to develop and implement a succession plan in your organization.
- The 6-step succession planning model.

While strategic planning and organizational alignment are not one of the steps in the 5-Stage model: you need to have some plan and idea on how you want to develop and implement a workforce retention plan in your organization.

Whether you decide to implement it in a department or two or organization-wide, the process should be structured, and all key stakeholders should be aware of and support the initiative.

Attachment D to the guide provides processes, steps, and alignment guides for you to follow to ensure the success of your attraction and retention model.



Find out more information.
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NOT SURE WHERE TO START? CONTACT US

For more information about the 5-Stage Model on How to Attract and Retain Public Works Employees, please visit our website at www.txltap.org and navigate to:

Library > Workforce Development, click on the PDF file for the 5-Stage Model to download.

You may also call us at 817-272-2581 to arrange for an on-site consultation on how to implement this program at your organization.



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5-STAGE MODEL OVERVIEW

5

Stage Model to
Attract and Retain
Public Works Employees



An Overview of How to Effectively
RECRUIT, ONBOARD, TRAIN
& DEVELOPMENT, ENGAGE
& EVALUATE, PERFORM, &
SUCCESSION PLANNING
to Attract and Retain
Employees to Your Organization



Challenges and Opportunities in Public Service

It is a recognized fact that many public sector employers in Texas are having a difficult time attracting and retaining quality employees.

There are several reasons that municipal and county officials state as reasons they cannot attract and keep the workforce they need, such as:

- A lack of career development or opportunity for upward mobility.
- Inflexibility in the workplace structure.
- Tasked with meaningless work.
- Lack of engagement by leadership.
- Lack of social presence by the hiring entity.
- Lack of clarity of benefits offered by the hiring entity.
- Vagueness in job descriptions and duties before applying.
- Feeling disconnected from the organization due to lack of feedback in coaching and evaluations.
- Gap in compensation rates when considered side-by-side.

So, how do you overcome these challenges to make your organization competitive and attractive to potential new employees?

The 5-Stage Model on How to Attract and Retain Public Works Employees (the Guide) has been developed especially for Texas municipalities, counties, and mobility organizations. Taking advantage of this model will help you attract and retain the best employees you deserve for your organization.

An Overview of the 5-Stage Model

Recruiting. It all starts with the recruiting process. Stage 1 of the model provides you with information, resources, tips, and ideas on improving your “attraction model” to seek out the best candidates in the market.

Detailed information is provided in the critical areas of recruitment on:

- Strategies for leveling the playing field.
- Strategic hiring tips and processes.
- Types of recruiting strategies.
- How to effectively post and screen applicants.
- Best practices in interviewing and making an offer.

Onboarding is not orientation, and visa versa. Often, organizations do not have a structured onboarding process and leave it up to the front-line supervisor to familiarize the new employee with their job. Stage 2 of the model will provide valuable insight into how to develop and implement repeatable onboarding processes.

Training and development activities are essential to bringing your workforce to the level of efficiency and retaining them. Some organizations choose to provide minimal training for their employees. Then they wonder why so many employees are leaving, or they have a high number of accidents in the workplace.

Detailed information on training is provided about:

- Closing the competency or skill gaps.
- Best practices in training activities.
- Suggested training for new hires.
- Recommended training for supervisors.
- Training plans and matrices.

Employee Engagement

A key to retaining good employees is continual engagement with them, both at the supervisory and organizational levels.

50% of employees leave employers after two years because they feel they are no longer valued due to a lack of engagement or feedback on how they are doing.



You can avoid losing employees from a lack of engagement by using some of the strategies the 5 Stage model will provide, such as:

- Defining and understanding the need for employee engagement.
- Personal and professional development.
- Coaching.
- Mentoring.
- Using performance plans and evaluations for continuous improvement and engagement.
- Employee recognition programs.