

Your organization may choose to go the route of informal mentoring. Informal mentoring can occur through interaction with immediate and other supervisors, co-workers, and experienced senior staff. The drawback to informal mentoring is that you do not know if it is taking place.

Employee Recognition Programs

Based on 70 years of employees surveys, the number one need that employees want is recognition for a job well done.

If your organization does not have a robust employee recognition program, there are many ideas and suggestions in this stage you can look to give you low to no-cost programs to establish.

Some benefits of recognition programs are:

- Bringing a sense of value and self-worth to employees.
- Provides a positive organizational culture among its employees.
- Statistics show that employee recognition programs help lower attrition rates.
- Improves the perception of management and leadership by employees.
- It may help with the recruiting efforts of the organization.

If you need assistance with any of these items in Stage 4 or other stages of the program, reach out to the TxLTAP to arrange for an on-site consultation.



Contact us
txltap@uta.edu | 817-272-2581

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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ENGAGEMENT AND EVALUATION

5

Stage Model to
Attract and Retain
Public Works Employees



An Overview of
How to Implement an Effective
ENGAGEMENT AND EVALUATION
Program for Your Organization
Stage 4 of the 5-stage Model to
Attract and Retain
Public Works Employees



Engagement and Evaluation

Stage 4 of the Stage model is an important one that many employers tend to overlook as it takes a continual effort to keep employees engaged with your organization. It takes creativity, planning and timed execution to make this stage work.

What is Employee Engagement?

Once we have hired an employee, done a good job of onboarding them, and they have completed some training, it does not mean we now ignore them and only use them as a resource to get the job done. We must continuously engage them throughout their careers if we want them to remain with the organization, grow with it, and be productive.

Depending on your comfort level and your organization's needs, you may choose to use all the suggested Employee Engagement strategies listed or only some of them. At a minimum, you should recognize that the strategies listed work for many organizations when properly implemented and managed. The major strategies that make up the continual employee engagement process follow.

Mentoring

Mentoring involves someone more experienced sharing resources, knowledge, expertise, and skills with those less experienced. The objective of mentoring is deliberate, facilitated learning. Mentoring is a critical component of employee engagement because it allows the employee to benefit from the experiences of other highly skilled and experienced employees in the organization.

Personal and Professional Development

We looked at training and other development activities earlier. Those activities tend to be a snapshot in time, taking a three-day management class and returning to work. Personal and professional development activities are continuous (or should be) throughout our careers.

Personal and professional development activities are similar, but each carries different objectives. Personal development can encompass a variety of training classes or continuing education by taking online courses or going back to college, seminars, and attending networking groups of peers (such as Texas Association of Counties conferences or educational programs, Texas Municipal League conferences or workshops, American Public Works educational seminars, etc.).

The primary objectives are:

- To make yourself more efficient and effective on the job.
- To stay current in technology relevant to your area of expertise or job functions.
- To allow yourself to move into similar job opportunities with your organization.
- To improve your self-awareness of how to react to challenges and issues.
- To help you develop relationships with other employees, managers, and others in your networking group.



Find out more information.
Visit txltap.org

Performance Plans and Performance Evaluations

It has been found that 7 out of 10 counties and municipalities in Texas do not use performance plans or evaluations for all departments in their organization.

If you fall into this category, you need to strongly consider using performance plans and evaluations as part of your retention program.

Having strong performance plans and conducting fair and unbiased performance evaluations will allow your strong performers to go to the next level, while giving you the tools to coach and encourage those whose performance is lagging.

A part of the 5 Stage project has been to develop and offer an 8-hour training class (LTP405 Developing Employee Performance Plans and Conducting Performance Evaluations) that can be brought to you, at no cost, should you need a refresher or if you are looking at implementing such a plan.

Coaching

According to the Indeed.com website, from an article published on April 22, 2022, by the Indeed Editorial Team, What Is Employee Coaching? (Plus Benefits and How To Use It) | Indeed.com

"Employee coaching refers to when a leader trains employees to improve their capabilities in the workplace and help them develop new professional skills. It typically involves one-on-one training sessions and team-wide classes about a specific topic. Employee coaching can often help entry-level and mid-level staff members learn how to accomplish certain leadership tasks independently. If a manager spends time away from the workplace, employee coaching can help staff members learn how to accomplish project tasks and department goals independently"