

**To the Mayor and Members of the City Council****August 3, 2021**

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SUBJECT: TOP TALENT RETENTION STRATEGIES – POST COVID

In response to a recent City Council request, this report provides information on the City's activities to retain top talent in the post-COVID environment. The City is continuously evaluating opportunities to maintain a competitive workforce that supports the City's mission.

The initial consideration is creating and supporting a City philosophy that balances public services, operations, and the needs of our workforce to create an adaptive service model. This requires the ongoing evaluation of our model at the citywide and department levels. Below are a few considerations of the adaptive workplace.

Current State

In response to COVID, the City embraced and continues to foster:

- Blended and hybrid work environments
- Flexible work schedules
- Productivity with workforce well-being
- Shared flexible leadership perspective
- High-trust work environments

Future/Evolving State

As we begin programming the future City Hall, we have asked our employees to consider innovative and flexible office design. It is our goal that the future City Hall will house approximately 20% of the City's workforce and maintain the blended and hybrid work environments while providing:

- Cost-effective space utilization
- Flexible work areas and hoteling space
- Innovation hubs and collaboration rooms
- Well-being space – mother-friendly rooms, private wellness rooms
- Value added amenities – onsite cafeteria and gym

The City is also exploring home office/technology annual stipend to support departmental remote work programs and responsible employer programs to reduce commutes/emissions/traffic/parking. These items contribute to an effective workplace and engaged workforce.

As the work environment continues to evolve, the Human Resources Department in partnership with the City Manager's Office and department heads will create the flexibility necessary to respond to changes. Focus areas include:

- Retaining and training an adaptable workforce responsive to future unforeseeable circumstances, pandemics, and weather-related concerns
- Supporting the development of contingency and continuity plans
- Evaluating opportunities for changes as warranted by the environment

Attraction/Retention Strategies:

The current job market in the Fort Worth metro area is continuing to grow and is proving to be more competitive. The City has established additional initiatives to attract and retain talent:

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- Biennial compensation benchmark studies to evaluate market competitiveness
- Learning and development programs
 - Develop opportunities to grow and develop internal talent
 - Succession and leadership programs
 - Soft skill emphasis on leadership qualities
- Auto career progression programs
- Total compensation – promote and market benefits/pension in addition to base pay
- Paid parental leave – 6 weeks
- Exit interviews – solicit increased participation and evaluate for opportunities
- Turnover analysis – monitor for areas of concern

Turnover statistics are a critical indicator to measure and monitor concerns. During 2020, the City experienced an annualized turnover rate of 11.12%, lower than 12.23% in 2019 and 11.80% in 2018. There is no organization-wide concern, but there are classifications that will require continued monitoring.

Turnover By Job Family	CY2018	CY2019	CY2020
Job Family Description	Turnover %	Turnover %	Turnover %
Appointed Classifications	11.76%	0.00%	6.50%
Assistant Directors	15.38%	11.32%	12.28%
Clerical Classifications	21.84%	22.31%	23.23%
Department Head	20.00%	21.05%	30.00%
Executive	0.00%	25.00%	0.00%
Fire Civil Service	5.31%	2.57%	3.42%
Management Classifications	10.11%	13.33%	7.53%
Police Civil Service	4.19%	2.67%	4.01%
Professional Classifications	12.50%	14.53%	9.90%
Public Safety Classifications	15.47%	18.39%	14.84%
Service Trades Classifications	18.65%	21.10%	20.33%
Technical/Para-Professional	14.55%	15.81%	11.94%
Citywide Turnover	11.80%	12.23%	11.12%

In addition, the City will use surveys to gauge employee engagement and explore knowledge retention programs to capture the expertise of key positions occupied by valuable and tenured employees.

For any questions, please contact Dianna Giordano, Human Resources Director, at 817-392-7783.

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City Manager