

Mike Geisel

City Administrator  
*Mike Geisel*



690 Chesterfield Pkwy W

Chesterfield MO 63017

Phone 636-537-4711

Fax 636-537-4798

## OFFICE OF THE CITY ADMINISTRATOR

TO: Mayor & City Council (F&A Committee 6/27/2023)

Date: June 20<sup>th</sup>, 2023

RE: Employee Policies and Practices - Recommendations

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This communication is intended to describe a set of recommended employee policies and practices to enhance the City's ability to recruit and retain employees. These policies/practices are not intended to represent a comprehensive set of policies, but are to be considered a series of incremental enhancements that our executive staff believe will serve to make the City of Chesterfield more competitive in the current labor market. The need to consider competitive employee policies was described in the City's adopted strategic plan goal #1, which instructs Staff to bring employee centric policies to City Council for implementation. Prior to adoption of the Strategic Plan, City Council discussed the need to address employee policies and practices at their meeting on June 20, 2022. Equally, if not more important, it should be clearly stated and understood that the quality of City facilities and services is directly related to the City's ability to attract and retain employees. In specific cases, the City's inability to recruit and retain employees has led to significant degradation of City infrastructure and precariously limits our ability to respond to routine emergencies. The City's inability to provide routine and preventive maintenance is proving costly and ineffective.

Like many employers, the City of Chesterfield is struggling to attract and retain employees. There are a multitude of causes, some of which are specific to individual labor segments, while others apply universally. The proposed set of recommendations have been derived by extensive collaboration across all departments. Each of the individual recommendations are a result of an extended review, development, and with specific objectives. For the purposes of this communication, I will not go into depth as to process, considerations, and multiple iterations of each recommendation, but offer the proposals as a product of the Executive Staff's collective input. If approved by Council, the implementation of the

enhancements will be managed administratively and incorporated into our personnel documentation.

The recommended policy changes will be detailed separately, but are generally described as follows:

Re-classification of Employee "Trades" positions

- o The City is in an extremely precarious situation. We find ourselves non-competitive and unable to recruit or retain candidates for these positions, even those who may lack the minimum experience and skills normally required. Further, due to a lack of staffing, we are unable to perform routine preventive maintenance, resulting in accelerated deterioration of the infrastructure. Instead of cost-effective repair, deferring routine maintenance results in accelerated rates of degradation and exponentially more costly replacement. As if this was not alarming enough, we find ourselves unable to respond to any significant emergency, including severe weather. We cannot even staff a full snow removal response.

Policies/practices apply to all non-represented employees:

- o Reduce employee probationary period from one-year to six months
- o Implement a parental leave program
- o Implement an employee referral program

Program and benefit related investigations

- o Authorize and fund a current actuarial evaluation from LAGERS, in order to be able to provide employees accurate descriptions, analysis, and comparison of the comparable costs and benefits versus the City's current defined contribution plan.
- o Authorize a staff management committee to review and develop recommendations for City Council relative to:
  - i. The City's salary administration plan.
  - ii. Review the City's health insurance premium distribution and employee premium tiers.
    - a) City contribution versus Employee Contribution

- b) Survey employees to determine efficacy of multi-tiered premiums.

Each of the described policy or practice changes are described in greater detail separately, as attached hereto. The Executive Team universally supports these recommendations; are anxious to move forward to retard the loss of additional employees, and to enhance the City's benefits in a cost efficient and strategically measured process to improve the City's recruitment efforts.

Once again, I stress that these are not proposed as a comprehensive set of policy recommendations, but a significant and important step in addressing what has become a critical concern in certain labor segments.

Excerpt from Council Minutes, 6/20/2022

Councilmember Wahl made a statement summarized as follows:

In an effort to understand the City's issues with employee recruitment and retention, Councilmembers Wahl, Budoor and Hansen met with Mr. Geisel and Executive Staff – Mr. Geisel shared a summary of that meeting via email to all Council members.

We left the meeting with a greater appreciation of the challenges associated with recruiting and retaining quality employees, and we hope that City Council as a whole will affirm their desire to openly support Mr. Geisel's authority, allowing him creativity and flexibility to manage staff and do what is necessary and appropriate in order to successfully recruit, retain and manage employees, while staying within the confines of the City's budgetary and policy constraints.

Councilmembers Budoor and Hansen offered their support.

# Mission

The City of Chesterfield provides superior municipal services to its residents and businesses through innovation, professional management, and leadership.

## Ensure Adequate Resources to Continue Superior City Services

Chesterfield provides superior services to its residents. Continuing to provide high quality services requires a solid financial position and excellent staff who have what they need to do their jobs efficiently and effectively.

Objective

1

**Attract and retain high-performing employees.**

- Review retention and recruitment rates by different employee groups including front-line workers, middle-managers, and department directors. Compare to industry standards and make recommendations to City Council, including compensation and cross-training requirements.
- Evaluate current staffing levels and make recommendations to ensure continuity of operations. The evaluation will consider redundancy necessary to maintain service levels with expected turnover.
- Support a work environment that promotes work-life balance. Embrace remote-working and flexible schedules.
- Monitor service impacts of the southwest quadrant development and recommend additional staffing as needed.
- Continue to review hiring and recruitment strategies and bring recommendations to City Council as needed.

### Measures

Employee turnover rate by group  
Employee satisfaction survey results  
Exit interview report data

### Milestone

Implementation of work-life balance policies



247

EMPLOYEES  
Full Time  
Equivalent