

# Recruitment and Retention Challenges: Good, Bad, and Ugly

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Georgia City-County Management Association

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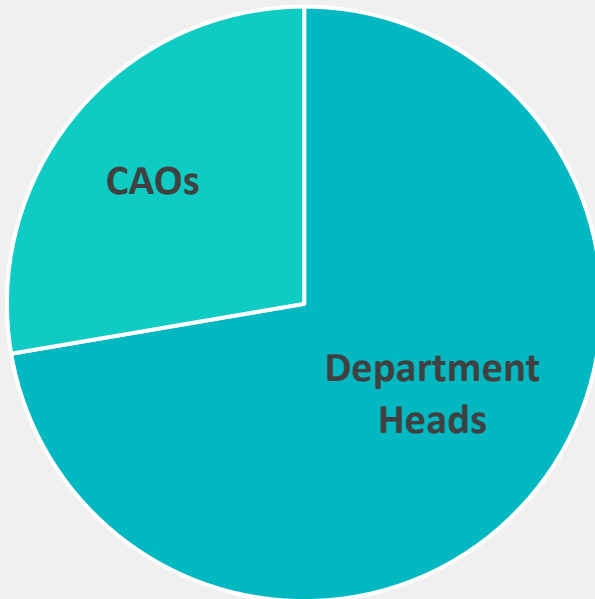
# Overview

- Benefits of Using an Executive Recruiter
- The Relationship (Executive Recruiter, the Client, the applicant and the candidate)
- Is My Organization Attractive
- Time to Fill Positions
- Challenging Positions to Fill
- Retention

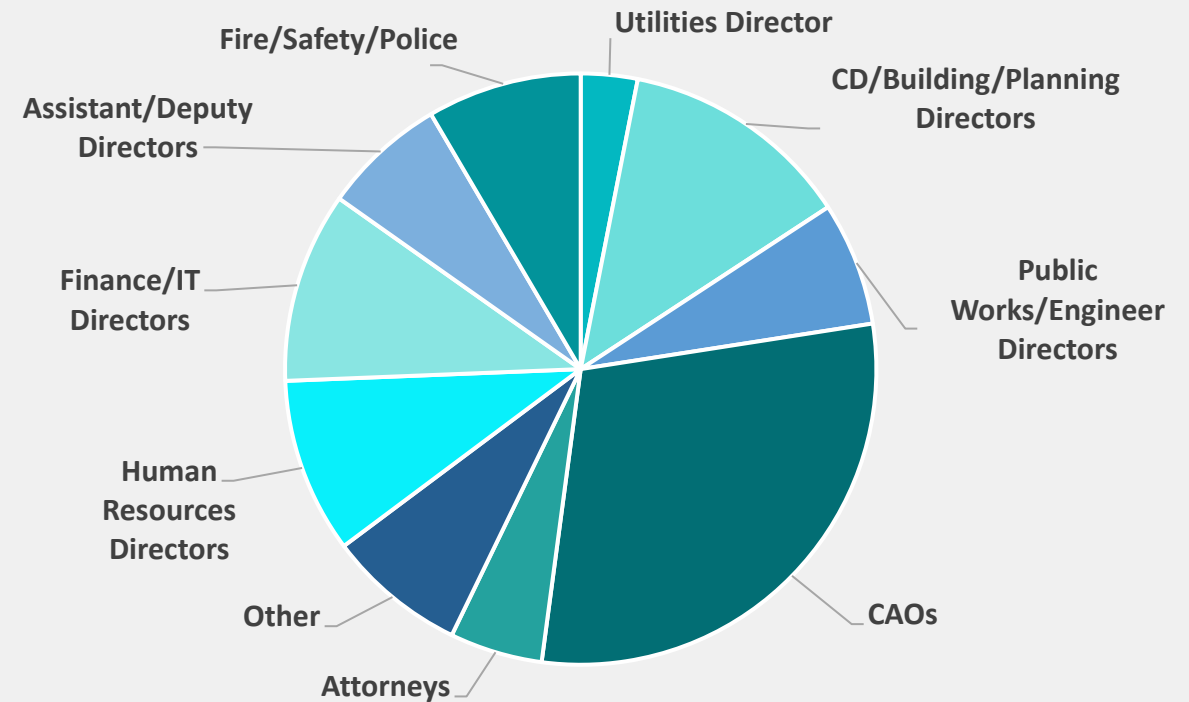


# Positions We Recruit the Most

Department Heads vs. CAOs



Department Heads vs. CAOs



**WITH**

**335<sup>+</sup>**

**Successful Recruitments**

# Benefits of Using an Executive Recruiter

- Impartial and Fair
- Source Candidates
  - › Customized Recruitment Plan and Strategy
  - › Extensive Network
- Expertise in Recruitment
- Thorough Vetting
- Confidentiality





# The Relationship

- Understand the Assignment
- Critical Input and Decision Makers
- The Position
  - › Minimum and Preferred Qualifications
  - › First Year Goals
  - › Timeframes
  - › Salary
- Communicate  
(Executive Recruiter/Client/Applicant)



# Is My Organization Attractive?

- The Community
- Salary
- Benefits (tangible and intangible)





# Time to Fill Positions

- Three to Four Months
  - › Contract
  - › Discovery
  - › Interviews
  - › Selection
- Negative Impacts
  - › Vacation Time
  - › Over Extensive Engagement





# Challenging Positions to Fill

Highly technical roles, excluding  
Information Technology positions:



**Chief Financial Officers**



**City Attorneys**



**Planning and Zoning Directors**



**Engineering roles**

# Last 6 Months

## 25 Public Sector Recruitments

Human Resources Director	Deputy Public Works Director
Fire and Rescue Systems Chief	Community Development Director
Solid Waste Bureau Head	Finance Director
County Administrator	City Manager
Chief Building Official	Police Monitor
City Attorney	Director of Maintenance Operations
Utility Human Resources Administrator	Grant Program Manager
Information Technology Director	County Administrator
Human Resources Director	General Manager
Chief Utility Operations Officer	Public Utilities Director
General Manager	Deputy City Manager
Information Technology Services Director	IT Director
General Counsel & Chief Compliance Officer	

# Retention

- Onboarding Strategy
- Clearly Defined First Year Goals and Expectations
- Timely Evaluations
- Continued Investment
- Effective and Transparent Communication
- Clear Vision
- Incentives





# Q&A



# Thank you!

**Contact:** Pamela J. Wideman  
(704) 287-3649 / [pwideman@raftelis.com](mailto:pwideman@raftelis.com)



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