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TO: Chair Triem and Assembly Finance Committee

FROM: Rorie Watt, City Manager

DATE: December 30, 2022

RE: Recruitment and Retention

Several recommendations are included in this packet to better position CBJ to be able to attract, hire and retain employees. I couldn't support these ideas any more than I already do.

As background information on State and nationwide demographic changes, please see the attached slide deck from Dan Robinson, the Research Chief for the State Department of Labor. I just borrowed this presentation that he had provided to another organization, the information is completely germane to our issues. Big kudos to Dan and his team for all the great work that they do; I am thankful that the State provides this essential service.

However, as the State retreats from providing other functional services, the public will continue to demand that CBJ do more. Even if Assemblies want to do more, our ability to hire and retain employees will hamper that ability.

Next, I also want to point out an article from the Harvard Business Review about trends in incivility to front line workers. As an employer, we need to care for our employees and as the author notes – we need to focus on kindness, consideration and respect – fortunately, those are our core values for our organization. Being an attractive employer is not just about economic compensation. Employees have lots of choices these days.

<https://hbr.org/2022/11/frontline-work-when-everyone-is-angry>

Last summer we negotiated and agreed to three collective bargaining agreements. I believe that those agreements still reflect the market – yet we are still having trouble hiring people. Both statements are facts, and if we do not act now, we'll fall behind in our competitiveness as an employer – other employers will respond to the basic workforce supply and demand issue.

As an organization, we are increasingly staffed with Tier IV employees, perhaps as much as 80% of our workforce is in a defined contribution retirement system. If we fail to find strategies to increase longevity, these sorts of illustrative problems will become much more common:

- New snow plow operators damage curbs (because they are learning where they are), plow snow in aggravating ways.
- Police Department staff spends more time training rookie officers, less time on calls
- Staff have less institutional memory, prone to reinventing wheels, frustrating the public
- Directors spend more time ensuring that they have workforce, less time for strategic thinking
- We create more policies and procedures and become more bureaucratic
- The Assembly accomplishes far fewer goals

Again, these are illustrative, but appropriately paint reality. I strongly encourage you to support the recommendations in this packet.