

## QUICK NOTES

### *Attracting and Retaining Employees*

There are a number of factors that influence a municipality's ability to attract and retain employees. Examples include: leadership, policy, compensation and benefits, diversity, healthy workplaces, and succession management. A Towers Perrin study in 2006 identified the top drivers of **employee attraction** and the top drivers of **employee retention** in Canada. They are listed each in order of priority.

#### **EMPLOYEE ATTRACTION DRIVERS**

- 1: COMPETITIVE BASE PAY
- 2: WORK/LIFE BALANCE
- 3: CAREER ADVANCEMENT OPPORTUNITIES
- 4: COMPETITIVE BENEFITS
- 5: CHALLENGING WORK
- 6: SALARY INCREASES LINKED TO INDIVIDUAL PERFORMANCE
- 7: LEARNING AND DEVELOPMENT OPPORTUNITIES
- 8: COMPETITIVE RETIREMENT BENEFITS
- 9: CALIBER OF CO-WORKERS
- 10: REPUTATION OF THE ORGANIZATION AS A GOOD EMPLOYER

#### **EMPLOYEE RETENTION DRIVERS**

- 1: SENIOR MANAGEMENT INTEREST IN EMPLOYEE WELL BEING
- 2: OPPORTUNITIES TO LEARN AND DEVELOP NEW SKILLS
- 3: BASE SALARY
- 4: MY MANAGER UNDERSTANDS WHAT MOTIVATES ME
- 5: SATISFACTION WITH ORGANIZATION'S PEOPLE DECISIONS
- 6: RETIREMENT OPTIONS
- 7: SENIOR MANAGEMENT ACTS TO ENSURE ORGANIZATION'S LONG-TERM SUCCESS
- 8: FAIRLY COMPENSATED COMPARED TO OTHERS DOING SIMILAR WORK IN MY ORGANIZATION
- 9: APPROPRIATE AMOUNT OF DECISION-MAKING AUTHORITY TO DO MY JOB WELL
- 10: REPUTATION OF ORGANIZATION AS A GOOD EMPLOYER

**HOW IMPORTANT ARE THESE "DRIVERS" TO YOUR MUNICIPALITY?**