



# CITY OF RAPID CITY

RAPID CITY, SOUTH DAKOTA 57701-2724

## Growth Management Department

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### MEMORANDUM

TO: Legal and Finance Committee

FROM: Marcia Elkins, Director *ME*

DATE: December 12, 2006

RE: Difficulties in Hiring Professional Staff

Outlined below is a summary of the issues experienced relative to hiring professional staff in the Growth Management and Public Works staff:

- Salary (particularly an issue for City Engineer position);
- Willingness to work in perceived political environment;
- Willingness to tackle multiple challenges in the work environment and work load;
- Quality of applicants (including undisclosed criminal convictions);
- Skill level of applicants; and,
- Significantly reduced number of applicants and number of minimally qualified applicants.

Previous actions taken to expand hiring pool:

Create more professional advertising materials in house;  
Send job postings to School of Mines Alumni (City Engineer position);  
Send job postings to consulting firms (City Engineer position);  
Send job postings to all schools offering professional planning degrees;  
Broaden posting to allow hiring a multiple levels (i.e. Planner I, II or III);  
Using [govtjobs.com](http://govtjobs.com) and other professional web based job sites;  
Using Denver Post web job posting site;  
Using contacts at State schools; and,  
Personal recruiting and networking.

Additional Options:

- 1) Increase salary range or advertise for starting at other than Steps A – D;
- 2) Use bonuses (payable after a certain period of time) to attract candidates;
- 3) Hire professional advertising/human resource firms to advertise positions;



EQUAL HOUSING  
OPPORTUNITY

EQUAL OPPORTUNITY EMPLOYER

- 4) Hire a head hunter to recruit senior level positions (Division manager level positions and above);
- 5) Create employee referral program where existing employees get bonus for identifying new hires that stay a period of time;
- 6) Use career fairs to increase exposure to market;
- 7) Review current relocation package provisions;
- 8) Review on-line posting sites to determine if additional sites should be used; and
- 9) Review frequency of performance reviews and evaluations.

**Staff Recommendation: Authorize staff to explore all nine options outlined above with Human Resources staff and bring back additional information and recommendations in sixty days.**