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Building a Municipal Road Crew: Tips to Recruit Talent

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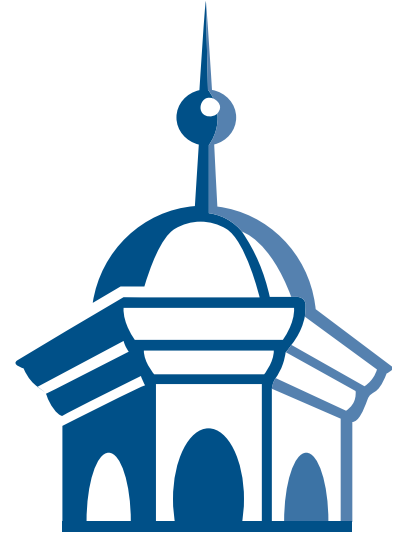
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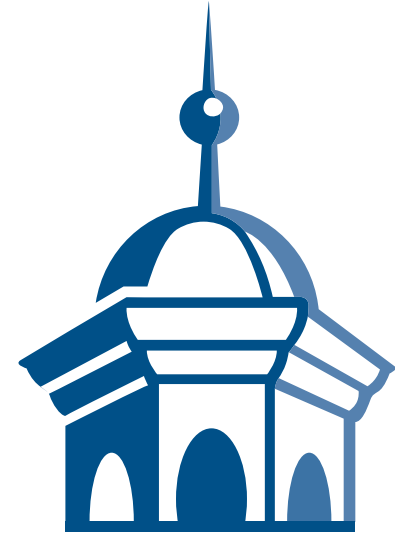


Agenda

- Preparing for a highway search
- Posting the vacancy
- Hiring process
- Conditional offers
- Onboarding
- VLCT Hiring Resources



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Start with a Well-Crafted Job Description

- Why?
- Be clear and specific in explaining the duties and requirements
 - **Physical requirements** - lifting, outdoor and indoor work, operating heavy machinery, sight, hearing and mobility, etc.
 - **Licenses, endorsements, special training** - CMV, hoisting, crane, oversize, pesticide, trench, OSHA 10, etc.
 - **Job duties and conditions** - explain what they'll be doing
 - **Requirements** - years of experience, must be able to use safe and appropriate judgment while working independently, safe driving record
 - **Use inclusive language**



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A Well-Crafted Job Description - continued



- Note Background Check and Drug/Alcohol Requirements, [VLCT's Commercial Motor Vehicle Operations Manual for Municipalities](#)



- [Sample Job Descriptions](#)

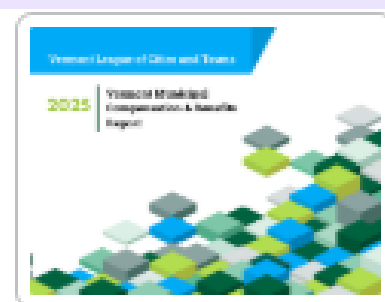


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Determine a Competitive Compensation Package

- Consider Town's overall compensation scheme (internal comparators)
 - Consult union contract pay scale, if applicable.
- Evaluate external comparators:
 - Research comparable salaries among all potential employers (public and private sector)
 - Identify comparable municipal employers and note salary ranges - see VLCT's 2025 Compensation & Benefits Report 2025 in the [VLCT Store](#)



BOOK

2025 Vermont Municipal Compensation and Benefits Report

Determine a Competitive Compensation Package

- . Don't forget about benefits!
 - . Health Insurance
 - . Dental Insurance
 - . Retirement
 - . Paid Time Off
- . 4, 10-hour workdays have been adopted in some towns a recruitment and retention tool



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HIGHWAY CREW!



Keep our roads safe, clear, and moving! Love the outdoors? Big machines? Teamwork? The Town of Warren is looking for a Highway Maintenance Worker to join our crew. Compensation based on experience with a range of \$26-\$28.

You'll:

- Operate plows, loaders & graders
- Maintain roads, signs & drainage
- Tackle Vermont weather like a pro

You Bring:

- Valid driver's license (CDL a plus)
- Heavy equipment experience (or willing to learn)
- Positive, safety-first attitude

Why Join Us?

- Full-time + benefits
- Competitive pay
- Great crew & mountain views daily



Posting the Advertisement

- **Select Recruitment Channels.** Post the job advertisement on:
 - Town website
 - Vermont League of Cities and Towns website, VermontTownCareers.org
 - Local newspapers and community boards
 - Professional organizations and job boards (e.g., GMWEA, VLR) ★
 - Utilize online job platforms and social media
- Note: [employers with five or more employees are required to include wage or salary information, including an hourly wage or annual salary, or a range, in job advertisements.](#) ★



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Posting the Advertisement - continued



- **Select Recruitment Channels:**
 - Partner with local vocational schools and colleges
 - Host job fairs and community outreach events
 - Let current employees know about the opening. Current employees could be interested in the position and/or help spread the word of the opportunity
 - Reach out to qualified local candidates
 - Contact your contractors, especially sole proprietors



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Advertise on VLCT's Websites

How to Post Your Job



- Click CLASSIFIEDS in top menu of vlct.org or visit vlct.org/CLASSIFIEDS
- Log into MAP and click CLASSIFIEDS in menu and follow instructions

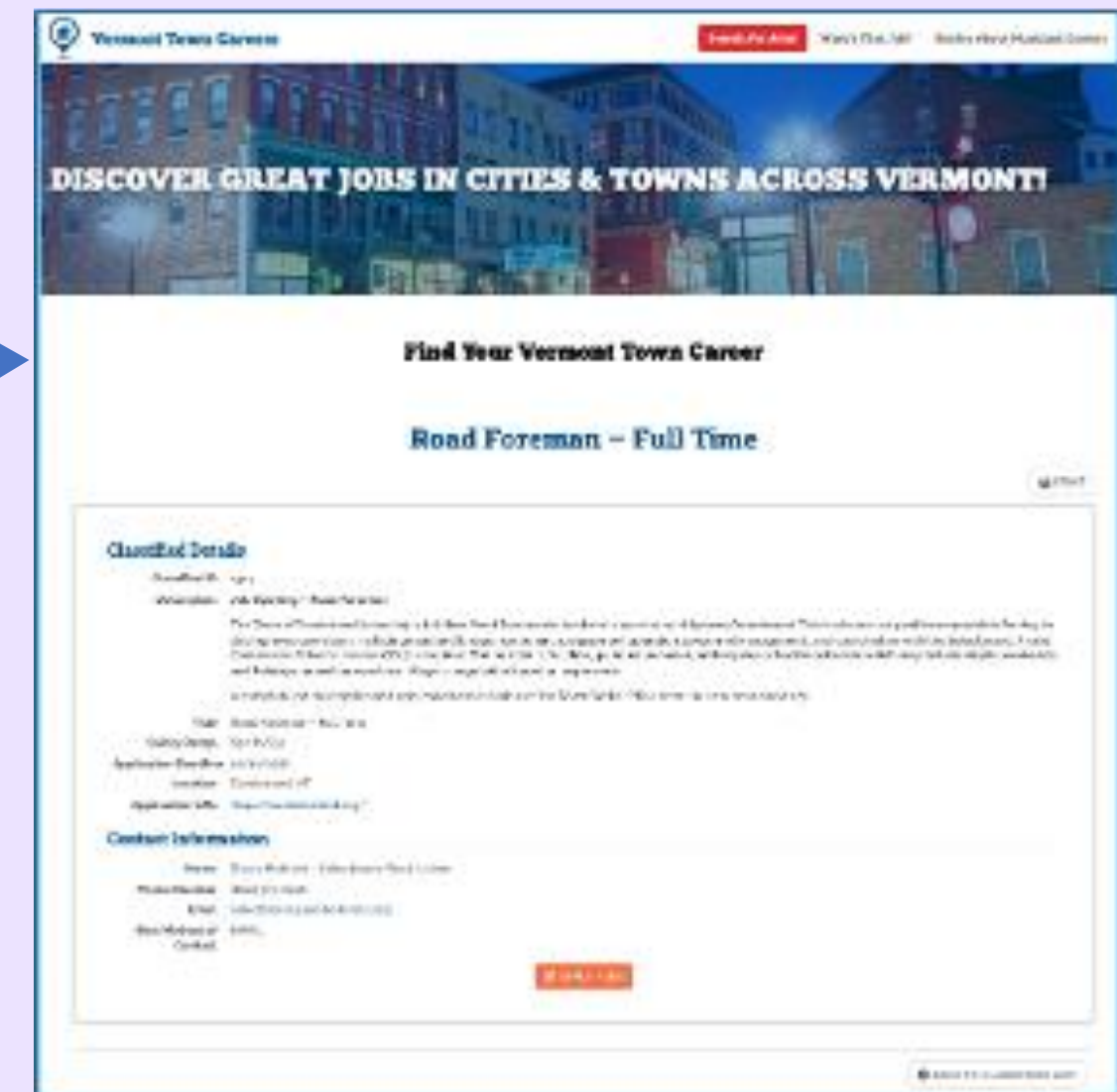
Your posts will show in 2 places

- VLCT.org
- VermontTownCareers.org

Questions or Issues? Email Lukas at info@vlct.org



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Vermont Town Careers

- New website to help job seekers quickly find what they need
- Greatly expands the reach of your job listings
- Includes FREE advertising
 - Seven Days
 - Front Porch Forum
 - Facebook



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front porch forum®
facebook



SEVEN DAYS
VERMONT



**Vermont
Town
Careers**

Search for
a variety of jobs at
VermontTownCareers.org

**Get a sense of service
and a paycheck**

Vermont municipal employees work in different locations, doing a wide variety of things, but all agree on why it's such a rewarding career.

You can make a real difference in your local community, while enjoying pay, benefits, and a work/life balance that's hard to find in other sectors today.

CAMPAIGN BY VERMONT LEAGUE OF CITIES & TOWNS



Discover Great Jobs in Our Cities & Towns!



Vermont Town Careers

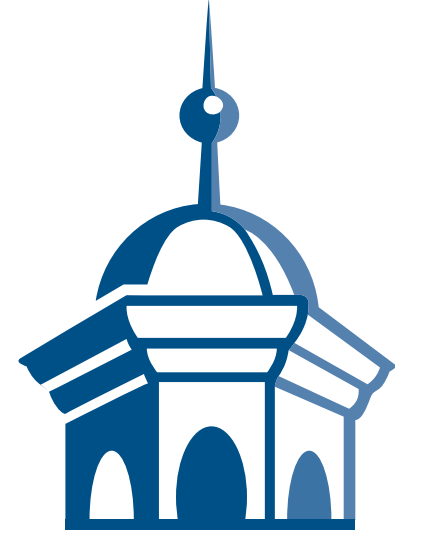
Website Demo

VermontTownCareers.org



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Screening Applicants



- Select your hiring team
- Review applications against the requirements
 - Applicants who don't meet the minimum qualifications?
 - Courtesy interviews?
- Team decides who to select for an interview
 - Send rejection letters to people who do not meet the minimum qualifications, it's ok to wait to reject borderline candidates
- TIME is of the essence!



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Screening Applicants



Conducting Interviews

- Schedule interviews with candidates selected by the committee
- Prepare set list of questions to assess their skills, experiences, and vision for the town
 - Behavioral questions
- If a quorum of a legislative body or a duly appointed subcommittee will conduct the interviews, be sure to comply with Vermont's Open Meeting Law. Individuals generally expect that their job application will be kept confidential, especially if they are currently employed. Plan a confidential process so you don't breach that trust.



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Selecting a Finalist



- Based on interview performance and committee discussions, choose the most suitable candidate. Document the committee's reasons for selecting the finalist, making sure those reasons are based on concrete items, rather than "fit"
- Check references before extending an offer of employment. Use the same questions for all reference calls, use a worksheet to remember what the reference said. File this with the hiring paperwork.



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Making a (Conditional) Offer

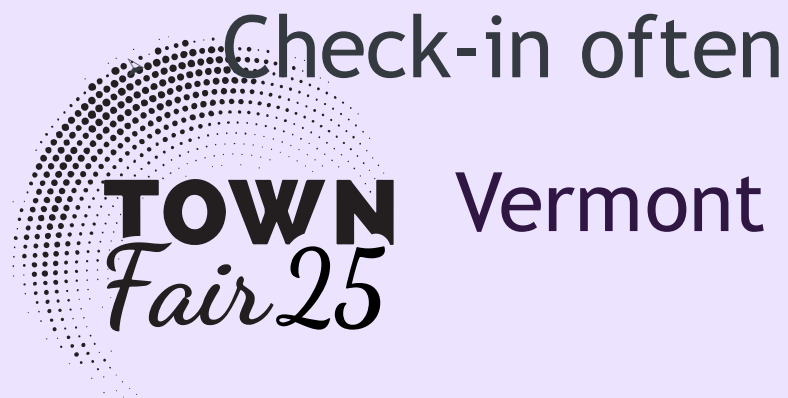


- Present a written, conditional job offer that includes salary, benefits, starting date, and conditions of hire.
- Make the offer of employment contingent upon background check, drug screen, pre-employment physical, etc. Notify candidates when conditions are resolved so they can give notice to their current employer.
 - [FAQs on drug testing](#)
- For certain positions, consider hiring a 3rd party to conduct a more in-depth background check.



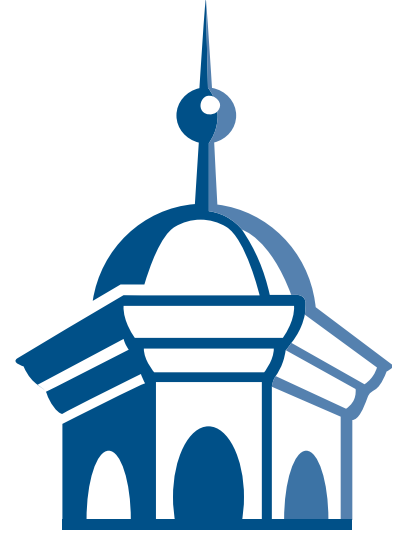
Onboarding your new hire

- Be intentional about integrating new hires - first 90 days is a fragile phase of employment
- Provide comprehensive orientation sessions
 - Assign mentors for new hires
 - Schedule safety and other required training
 - Provide regular feedback and check-in meetings
- . Action Steps:
 - [Workplace Matters: Onboarding](#) (March 2025)
 - Prepare an onboarding checklist, see [Sample New Hire Checklist](#)
 - Schedule a welcome breakfast, lunch or meet-and-greet



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VLCT Hiring Resources



- [Best Practices for Building a Great Team](#)
- [VLCT's Hiring Toolkit](#)
- [VLCT PACIF's Steps to Hiring Well](#)
- [Sample Job Descriptions](#)
- [What To Include in an Employment Ad](#)
- [VLCT's Commercial Motor Vehicle Operations Manual for Municipalities](#)
- [VermontTownCareers.org](#)



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THANK YOU!



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