



Retaining Seasonal Staff for Long-Term Growth

June 18, 2025 – Evan Tachoir, John Mocharko

Your Presenters: Evan and John

- Partnered in Self-Performing Operations Together (Evan – Recruiter/Dispatcher; John – Operations Manager/Crew Leader)
- Spoke at SIMA Symposium 2024 on Recruiting Seasonal Employees
- Now It's Time To RETAIN Your Best Seasonal Employees

Our Focus For Today

Evan – Employee Engagement. What research and best practice show retains employees.

John – An Operations perspective, what connects with seasonal snow employees.

Employee Engagement

How much an employee is committed to giving that extra, discretionary effort to help their organization achieve its goals.

It's demonstrated by how employees think, feel, and act, as well as the emotional connection employees, feel towards their organization, their work, and their team.

Employee Engagement

Benefits Of Employee Engagement

Greater

- Customer Loyalty
- Profitability
- Productivity
- Wellbeing
- **Extra Effort in Storms**

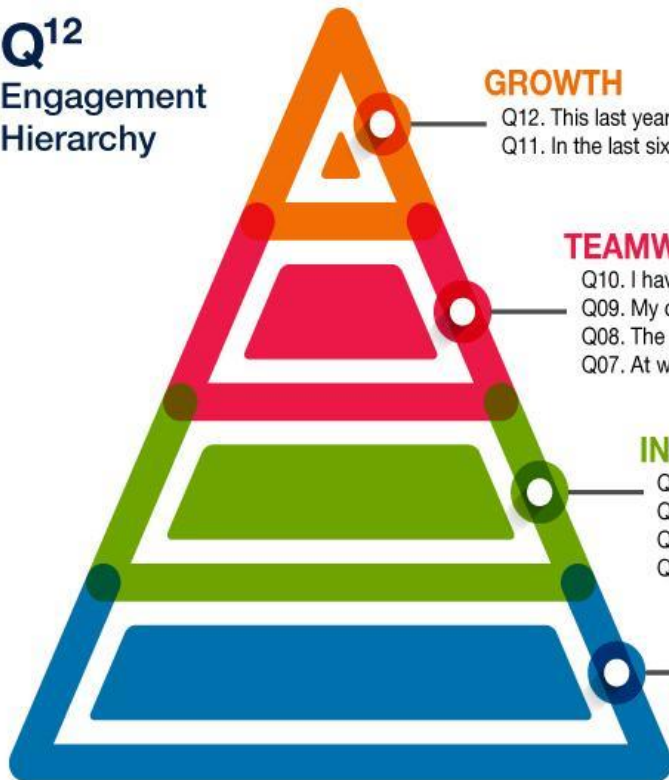
Less

- **Turnover**
- Absenteeism
- Safety Incidents
- Defects
- Shrinkage (Theft)

Hygiene and Motivation Factors

Hygiene Factors- (Ex: compensation, company policies) must at least meet a certain standard to prevent dissatisfaction, but increasing does not increase engagement. **(Table Stakes)**

Motivation Factors - Motivators, like recognition, professional development, and teamwork, lead to higher satisfaction and engagement. **Improving these moves the needle.**

Q¹²Engagement
Hierarchy**GROWTH**

Q12. This last year, I have had opportunities at work to learn and grow.

Q11. In the last six months, someone at work has talked to me about my progress.

TEAMWORK

Q10. I have a best friend at work.

Q09. My coworkers are committed to doing quality work.

Q08. The mission or purpose of my company makes me feel my job is important.

Q07. At work, my opinions seem to count.

INDIVIDUAL

Q06. There is someone at work who encourages my development.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q04. In the last 7 days, I've received recognition or praise for doing good work.

Q03. At work, I have the opportunity to do what I do best every day.

BASIC NEEDS

Q02. I have the materials and equipment I need to do my work right.

Q01. I know what is expected of me at work

Feedback – Your Warning Lights





BASIC NEEDS

Q02. I have the materials and equipment I need to do my work right.

Q01. I know what is expected of me at work

**1.I Know What is
Expected of Me at
Work.**

**2.I Have the
Materials and
Equipment I Need
To Do My Job.**

**INDIVIDUAL**

Q06. There is someone at work who encourages my development.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q04. In the last 7 days, I've received recognition or praise for doing good work.

Q03. At work, I have the opportunity to do what I do best every day.

3. At Work, I Have
the Opportunity To
Do What I Do Best
Every Day.

4. In the Last 7
Days, I **Received**
Recognition or
Praise for Doing
Good Work.

5. My Supervisor, or
Someone at Work,
Cares About Me as
a Person.

6. There is Someone
at Work Who
Encourages My
Development.

**TEAMWORK**

Q10. I have a best friend at work.

Q09. My coworkers are committed to doing quality work.

Q08. The mission or purpose of my company makes me feel my job is important.

Q07. At work, my opinions seem to count.

7. At Work, My
**Opinions Seem to
Count.**

8. The **Mission and
Purpose** of My
Company Makes
Me Feel Like My
Job is Important.

9. My Fellow
Employees are
**Committed To
Doing Quality
Work.**

10. I Have a **Best
Friend** at Work.

Q¹²Engagement
Hierarchy

GROWTH

Q12. This last year, I have had opportunities at work to learn and grow.

Q11. In the last six months, someone at work has talked to me about my progress.

11. In the Last 6
Months, Someone
at Work Has **Talked
to Me About My
Progress.**

12. This Last Year, I
Have Had
Opportunities to
Learn and Grow.

Practical Tips to Drive Seasonal Engagement

In-Season Communication

- Weekly Availability Updates
- Training Tips by Email/Text
- Mid-Season Check In Call Survey

Off-Season

- Post-Season Survey and Feedback Calls
- Get Togethers
- Continual Development, Stick Time

What Employees Need: In-Storm

- Clear Expectations – not just "clean the lot"
- Train, then Trust the Team to Adjust
- In-Storm Feedback
- Long Duration Storm Management
- Respond to the Unexpected
- Self-Control!

What Employees Need: Outside the Storm

- Consistent Communication
- Continuous Recruiting and Game Plan
- Pre-Storm Planning
- Post-Storm Debrief
- Additional Hours
- Mid-Season Check In

What Employees Need: Offseason

- Consistent Communication
- Events and Get Togethers
- Ongoing Training
- Involve Good Veteran Employees in Season Planning

Referral Bonuses

Track Applicant
Source

Communication

Attendance and
Performance

Increased with
Workload

Ambitious and
Achievable

Career Paths – Long-Term Growth

Sidewalk
Crew

Heavy
Equipment
Operator

Seasonal
Crew Leader

Full-Time
Laborer/Crew
Leader

Dos and Don'ts for Crew Leaders

Do

Ask for Feedback

Don't

Ignore Feedback

We Value Your Feedback (Use the QR Code)

