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A.

SERVICE DEMAND

Service requests and community inquiries have increased by 40% over the past 2 years — without a corresponding increase in staff.

I would like to hire additional staff in my department.

REPUTATIONAL RISK

Missed grant deadlines, compliance backlogs, audit findings, citizen complaints, or project delays.

STAFF BURNOUT

Replacing employees costs time, recruitment dollars, onboarding hours, and institutional knowledge. Additional staff reduces overload, protects high-performing employees, and stabilizes the department.

STRATEGIC GOALS

Current strategic plan goals, council priorities, or board-approved initiatives require expanded programming, reporting, or community engagement — but no new staffing was allocated.

B.

FEEDBACK

I've received feedback from your peers, both inside and outside the department, that you are dismissive of other people's ideas.

If your performance doesn't improve, you will stunt your career growth in our organization.

POTENTIAL

I hired you because I saw potential for you in the role, but also in the organization. But I can't invest in your growth if I don't see you also investing in it.

ATTITUDE

Over the last few months, your attitude has changed. You seem less excited and engaged during our department meetings.

DEADLINES

You've missed a handful of important deadlines in the past few months. In our industry, deadlines are very important, and you don't seem to take them seriously.