

Build a More Stable Fleet Workforce

Practical strategies to retain talent, strengthen
operations, and develop future technicians

Turn workforce challenges into operational stability

Improve retention, keep productivity, and build a more reliable pipeline of technicians with targeted practical changes.

This guide highlights key strategies from our three-part Fleet Technician Recruitment and Retention webinar series focused on strengthening public fleet workforces. These insights are grounded in real operational experience and proven in practice by Craig Croner, who led workforce and operational improvements within the City of Glendale's fleet division.

Focus on three areas that directly impact workforce stability

- **Reduce turnover to protect uptime**
Keep experienced technicians in place and avoid service disruptions.
- **Improve day-to-day operations to support retention**
Remove friction, strengthen culture, and help your team perform at a higher level.
- **Build a consistent pipeline of new talent**
Create repeatable pathways to attract and develop future technicians.

Each section outlines proven actions you can put in place to strengthen your team and improve long-term performance. A final checklist is included to help you prioritize where to start.

[Watch the series to see these strategies in action](#)

Meet your experts



Andy Campbell
Director of Cooperative
Contracts, Fleet and
Public Works, Sourcewell

*Facilitator bringing public
fleet strategies and best
practices into focus*

Sourcewell 



Craig Croner
Deputy Director of
Field Operations,
City of Glendale, Arizona

*Led real-world workforce and
operational improvements
shared throughout this guide*

**Glendale**
ARIZONA

Stabilize your workforce to protect uptime

Workforce gaps don't just affect hiring, — they put day-to-day operations at risk.

When Craig Croner stepped into fleet operations at the City of Glendale, Arizona, open roles were only part of the problem. Ongoing turnover and the loss of experienced staff were affecting stability across the operation.

Strengthen your team by addressing workforce gaps at the root, not just by filling open roles.

“At the end of the day, you can be the best manager in the country — but if your workforce isn't satisfied, engaged, and feeling appreciated, you won't have the buy-in to move things forward.”

Craig Croner

Deputy Director of Field Operations,
City of Glendale

Where you can start

- **Identify your highest-risk roles to prevent disruption**
Focus on positions where turnover or retirement will affect uptime first.
- **Close retention gaps before scaling hiring**
Keeping experienced technicians in place protects productivity and reduces rehiring costs.
- **Quantify workforce impact to gain internal support**
Tie staffing gaps to downtime, service delays, or rising costs to drive alignment.
- **Prioritize actions that improve day-to-day stability**
Small operational fixes can quickly reduce frustration and improve retention.

Key takeaway: Stabilize the roles that keep your operation running, then build your hiring strategy around a stronger foundation.

[Watch how this shift improved workforce outcomes](#)

Improve retention by fixing what drives people out

At the City of Glendale, Craig Croner encountered low morale and disengaged staff, outdated processes and inconsistent standards, and the pressure to fix hiring and operations at the same time.

Create an environment where technicians stay and new hires can succeed faster.

“The time you take to tell your story and showcase the opportunities in your organization is well worth the effort.”

Craig Croner

Deputy Director of Field Operations,
City of Glendale

What you can implement

- **Strengthen team culture to improve retention**
Consistent leadership and clear expectations increase engagement and trust.
- **Remove operational friction that slows your team down**
Streamlined processes help technicians stay productive and reduce burnout.
- **Focus on retention to support service continuity**
A stable team improves uptime and reduces the cost of constant rehiring.
- **Lead with visibility and consistency**
Clear direction and follow-through build accountability across the team.
- **Align workforce strategy with operational performance**
A stronger team directly supports better service delivery and cost control.

Key takeaway: Fix the day-to-day experience first. Retention improves when your operation runs better.

See which changes made the biggest impact

Turn workforce strategy into long-term retention

Build a high-performing fleet by replacing one-off fixes with structured, repeatable systems that make your organization more competitive and easier to stay with.

As Craig Croner and his team implemented changes, progress came from giving technicians clarity on how to grow, what it takes to advance, and what they can earn along the way.

“Technicians could map out exactly where they want to get promoted to, what they have to do to be eligible, and how much they could earn.”

Craig Croner

Deputy Director of Field Operations,
City of Glendale

How you can deliver results

- **Incentivize skill growth to increase capability and retention.**
Certification-based pay encourages development while strengthening your team.
- **Offset technician costs to stay competitive.**
Tool allowances and financial support reduce barriers and improve retention.
- **Build a consistent pipeline of new talent.**
School partnerships create a reliable path for recruiting entry-level technicians.
- **Show clear career progression to keep top performers.**
Defined pathways give employees a reason to stay and grow.
- **Standardize your approach to sustain results over time.**
Structured programs outperform reactive, one-off fixes.

Key takeaway: Keep retention consistent by putting structure in place, including pay progression, defined career paths, and built-in development.

[See how career paths and pay growth improved retention](#)

Make workforce stability repeatable

Improve retention, protect uptime, and build a more reliable pipeline by focusing on what drives long-term workforce stability.

One thing is consistent: strong fleet teams aren't built through quick fixes — they're built through deliberate, repeatable systems.

Put these strategies into practice

- **Stabilize your current workforce first** to support productivity and reduce disruption
- **Improve day-to-day operations** to support retention and team performance
- **Build clear pathways for growth** to attract, develop, and retain technicians over time

When these elements work together, you create a more competitive, resilient operation — and a team that's built to last.

Identify where to take action:

Use the **Fleet Workforce Stability Checklist** to assess your current approach and prioritize the changes that will have the greatest impact.

Assess your approach with the Fleet Workforce Stability Checklist

The image shows a document titled "Fleet Workforce Stability Checklist" from Sourcewell. The document is designed as a checklist with a header, a legend, and several sections of items, each with three checkboxes for tracking progress. The sections are: "Stabilize your current workforce", "Improve the day-to-day work environment", "Strengthen retention through structure", and "Build a reliable pipeline of future technicians". At the bottom, there is a note: "Once you've identified your top priorities, explore how Sourcewell can help you move forward."

Sourcewell

Fleet Workforce Stability Checklist

Evaluate your current approach and identify where to take action

Use this checklist to pinpoint your highest-impact gaps and prioritize the changes that will stabilize your workforce, improve day-to-day operations, and protect uptime.

Action: In place Needs attention Not started

Stabilize your current workforce

Identify roles that would immediately impact uptime if left unfilled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prioritize retaining experienced technicians before expanding hiring efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assess turnover risk (e.g., retirements, recent exits, hard-to-fill roles)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Improve the day-to-day work environment

Identify and remove process inefficiencies that slow down work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure clear expectations and consistent communication across your team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase leadership visibility to build trust and accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Address operational issues contributing to burnout or disengagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Strengthen retention through structure

Define clear career progression paths for all technician roles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Align pay and incentives with certifications and skill development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure technicians understand how to advance and increase earnings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Build a reliable pipeline of future technicians

Build or strengthen partnerships with local technical schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve how you communicate career opportunities and growth potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Once you've identified your top priorities, explore how Sourcewell can help you move forward.

REVISED 05.06.20 | 4411521021

Get the support to move faster

Sourcewell helps you

- **Learn what's working across public fleets**
Hear real-world strategies and examples from public fleet leaders through webinars, presentations, and panel discussions.
- **Strengthen your team with practical resources**
Put strategies into action with insights and guidance you can use right away.
- **Strengthen your team with practical resources**
Put strategies into action with insights and guidance you can use right away.

Explore how Sourcewell can help you strengthen your fleet workforce





sourcewell-mn.gov