Workforce Challenges You Can’t Ignore

Cal Cities 2024 City Managers Conference
February 8, 2024
Workforce Challenges

What are the workforce challenges that keep you up at night?
Overview

1. Key workforce challenges facing local government
2. How one California region is responding
3. New tool - Template for Talent Discussions
4. Pilot test
5. Q & A, Resources
Talent Crisis

- Anti-government sentiment makes it increasingly difficult to attract talent
- Can’t rely on poaching talent from other agencies
- Talent is mobile
- In terms of productivity, many employees feel exhausted, under-valued, & disconnected
Dynamics

1. Byzantine hiring practices
2. Remote, hybrid work is here to stay
3. Learning & career development are drivers of retention & engagement

4. Employees desire an enhanced “employee experience”
Dynamics (cont’d)

5. Embedding DEI into our core

6. New world of work requires upskilling mid-managers
NextGenSiliconValley

1. San Mateo + Santa Clara Counties
2. Key leadership from City Manager groups, Human Resources groups and MMANC
3. Collaborative, shared service approach
Lessons Learned:

1. Programming evolved over time to support each career stage
2. Breadth of programming only possible with critical mass
3. Being involved helps us grow too
Template for Talent Discussions

Goals:

- Stimulate a discussion by the executive team assessing the strength of the agency’s “bench” or current talent pool
- Assess any gaps in the agency’s current talent pool
- Identify emerging leaders who have the potential to advance into more responsible leadership positions
- Help the executive team identify appropriate follow-up development opportunities for the high-potential employees
Strive to develop a robust pool of talented staff throughout the organization

Empower employees to “learn by doing” coupled with helpful and candid coaching and feedback
We have a responsibility to ensure opportunities for a diverse range of candidates

There is no growth unless the person becomes somewhat uncomfortable

The executive team owns the talent pool (not the current department)
Talent Template Process

- Identify Talent Gaps in each Department
- Executive Team discussion

- Identify Emerging Leaders
  - Nominate high-potential employees
  - Match with a mentor/coach

- Template for Talent Discussion
  - Strengths to leverage
  - Areas for Development
  - Development Activities
Identify Talent Gaps/Challenges

- Executive Team discusses and assesses current and foreseeable talent challenges in each department.
Identify Emerging Leaders

- Department Heads nominate
- May need criteria for nominations:
  - Leadership potential
  - Learning agility
  - Good relationship-building
  - Communication skills
- Assign a coach/mentor for emerging leader (inside or outside the Department)
## Template for Talent Discussion

<table>
<thead>
<tr>
<th>Talented Staff Person Name</th>
<th>Current Position</th>
<th>Readiness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carolyn Brooks</td>
<td>Revenue Officer</td>
<td>Now</td>
</tr>
</tbody>
</table>

### Strengths to leverage:

1. Excellent writing skills
2. Outgoing
3. Willing and able to take on projects for other departments
Template for Talent Discussion

- Identify strengths to leverage - examples:
  - Preparing and monitoring budgets
  - Presentation skills
  - Report writing
  - Communication
  - Motivator
  - Organizational skills
  - Attitude
## Template for Talent Discussion (cont’d)

**Areas for development:**

1. Capital budgeting
2. Presentation skills
3. Supervising
Template for Talent Discussion (cont’d)

- Identify areas for development - examples:
  - Capital budgeting
  - Conflict resolution
  - Leading others
  - Time management
  - Writing skills
  - Mentorship skills
  - Building confidence with presentations
Possible development activities:

1. Attend Santa Clara County Leadership Academy
2. ICMA coaching program
3. Attend CSMFO conference
Template for Talent Discussion (cont’d)

- Identify possible development activities – examples:
  - Stretch assignments
  - Team leadership opportunities
  - Job rotations
  - Interim management assignments
  - Professional involvements
  - Mentoring/coaching
Template for Talent Discussion (cont’d)

Go time:

- Introduce Emerging Leader to their Coach/Mentor
- Establish cadence of check-ins
- Touch base on the progress during Executive Team meetings
- Celebrate successes and accomplishments!
Documents & Resources

- Online fillable template form
- Sample completed form
- Menu of development opportunities
- Virtual orientation for users
- Training for managers and coaches (April 17 & 23) on how to conduct development conversations
Feedback from a Pilot-Tester

Kevin Woodhouse, City Manager, Pacifica

Benefits:

- Communicates agency’s commitment to employee development
- Energizes and strengthens your Executive Team
- Motivates employees
- Reveals important topics/ideas for conversation
Feedback from a Pilot-Tester (cont’d)

Other Notables:

- Selection process
- Address, but don’t fret, the HR questions
- Curation, not factory assembly line
- Time investment
Resources

- Next Gen programs can be found at: www.NextGenSiliconValley.org

- Template form, sample template, & menu can be accessed at: www.calicma.org/talent-initiative
Resources (cont’d)

- Career Compass # 85 “To Thrive in Post-Pandemic, Enhance Employee Experience”
- Career Compass #96 “Why We Need Great Mid-Managers More Than Ever”
- Career Compass #104 “Workforce Trends You Can’t Ignore”
For More Information

- Frank Benest  frank@frankbenest.com
- Christina Turner  christina.turner@morganhill.ca.gov
- Melissa Stevenson Diaz  mdiaz@redwoodcity.org
- Kevin Woodhouse  kwoodhouse@pacificagov