Building Leaders from Within: A Formula for the Evolving Workforce

County of San Luis Obispo
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John Diodati
Carolyn Berg
Colt Esenwein
Today’s Session

• Why we’re presenting
• Homegrown talent management initiatives
  • Recruiting/On-boarding
  • Communication Culture
  • Mentoring
  • Career Development
  • Work-life Balance
• How it’s going for SLO PW
Why We Are Presenting

- Rapidly Evolving Workforce
- Understanding to Implementation
- Bottom Line:
  - Educated
  - Motivated
  - Mobile
  - Soon the majority
SLO Co PW in 2018

- Baby Boomers (1946-1964)
- Gen X (1965-1979)
- Post-Millennial (1995-???)
Motivational Drivers

- Status quo will be a failure
- Need to attract & retain the right employees
- Want to avoid HR
- Keep talented staff engaged & growing
Internal Surveys

Focus on our strengths:
• I understand how my job contributes to serving my community (5.28 / 6)
• My supervisor treats me with respect (5.27 / 6)
• My department is focused on delivering high quality services (5.20 / 6)

Improve our weaknesses:
• My team morale is low (4.26 / 6)
• I’d like more opportunities for professional growth (4.30 / 6)
Inspired by others

Employee Development Techniques

- Job Assignments
- On-the-Job Coaching
- Mentoring Program
- Special Projects
- “Acting” Role
- Job Rotation
- Conference Leader
- Shadowing
- Task Force Assignments
Homegrown Talent Management

• Grassroots, staff-led initiatives
• Today we’re covering:
  • Recruiting/Onboarding
  • Communication Culture
  • Mentoring
  • Career Development
  • Work-life Balance
Recruiting / Onboarding
Recruiting

Change Your Hiring Process

Old Way:
1. Request Recruitment
2. Advertise - website
3. HR Screening
4. Oral Boards
5. Department Interviews
6. Background
7. Employee Hired

New Way:
1. Request Recruitment
2. Collaborate with team on need/fit
3. Advertise – Social Media
4. HR Screening
5. Talent Assessment
6. Oral Boards
7. Presentations
8. Department Interviews
9. Director Meeting – Establish Vision
10. Background
11. Employee Hired
12. On-Board

And do it faster!
2016 & 2017 = 80 days
2018 & 2019 = 52 days
Collaborate With Your Hiring Team

Kick-off meeting to establish this schedule and expectations

Prepare & Launch
- Discover what you need to get started
- Develop job description
- Make a hiring plan to keep you organized

Post & Screen
- Post the position
- Screen and test candidates to find the right fit
- Interview the top candidates

Hire & Onboard
- Hire the right candidate for your organization
- Background Screen
- Onboard for a smooth transition
Love the #environment? Familiar with #CEQA, #NEPA, #EIS, #MND? If this is speaking your language, you should know, we are #hiring for an environmental specialist III! Find out the job specifics and apply here: bit.ly/2EpCRCu  We can't wait for you to join our team!
Environmental Specialist I
(subclass: Archaeologist or Environmental Planner)

The County of San Luis Obispo Department of Public Works is looking for a motivated, dynamic, and enthusiastic entry-level professional to join its Environmental Programs Division. Make a difference in your community as part of the team who provides transportation safety, water, flood control, and wastewater services to residents of San Luis Obispo County! This Environmental Specialist I will become a part of a nine-member team conducting a wide range of environmental services for public infrastructure projects. Currently, professionals in the Division have specialized skills in the areas of planning, resource law, biology, botany, wetlands, regulatory permitting, archaeology, and restoration. The Division represents a full-service environmental team, capable of processing complex State and federally funded projects entirely in house.

The Ideal Candidate:

While the incumbent will perform the full spectrum of Environmental Specialist work, the Division is particularly interested in hiring an archaeologist, who will be responsible for conducting cultural resources records searches, Phase I surveys, Native American outreach and coordination, and cultural resource consultant oversight. Qualified candidates for an archaeological position should have, at a minimum, attended one field school. Archaeology candidates should also be willing to learn other areas of the environmental review process, including planning, permitting, and field biology skills, and be interested and willing to conduct the necessary fieldwork for these disciplines.

The Division is also seeking applications from other environmental specialty areas, including environmental planners. The strongest candidates will demonstrate flexibility and a desire to learn new skills, processes, and programs.

Minimum Requirements for this Position:

Environmental Specialist I. Graduation from an accredited four-year college or university with a Bachelor's degree in environmental, physical or life science (e.g. biology, archeology, geology), planning, natural resources management or a closely related field. Job related experience may be substituted for the required education on a year-for-year basis. Bachelor's degree must be obtained by the start date.

Come join us!
Talent Assessment

Not all employees (and engineers) are created equally

- You’ve decided what you need, now how do you find it?
### Overall Score

<table>
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<tr>
<th>Recommended</th>
<th>Percentile</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
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<td>30</td>
<td>70</td>
<td>100</td>
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<tr>
<td>Overall Score</td>
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### Detailed Results

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<th>Percentile</th>
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<th>Medium</th>
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<td>Customer Focus</td>
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<td>Drive for Success</td>
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<td>Composure</td>
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<tr>
<td>Service Professionalism</td>
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</table>
Clifton Strength Finder

**COLT**

**Your Top 5 Themes**

1. Responsibility
2. Belief
3. Relator
4. Learner
5. Command

**KATE**

**Your Top 5 Themes**

1. Belief
2. Individualization
3. Arranger
4. Woo
5. Relator

**CAROLYN**

**Your Top 5 Themes**

1. Positivity
2. Strategic
3. Connectedness
4. Relator
5. Futurist

**JOHN**

**Your Top 5 Themes**

1. Strategic
2. Self-Assurance
3. Command
4. Woo
5. Arranger
Presentations

• Can your candidate communicate?
• Large format:
  • 15 – 45 minutes
  • *Invite staff that will be managed by this person*
  • *Boost morale, provide fit guidance*
• Small format:
  • 2 – 5 minutes
  • “Speed Interviews”
Director Meeting

Creating the Director’s Vision

- Culture
- Expectations
- Resources
- Promotional Opportunities
- Trust
On-Boarding

New Area of Focus:
• Make the employee feel welcome and have resources to help them succeed
• Supervisor on-board vs. team or mentor
• Scheduled check-ins
• Leveraging technology

Written on-boarding plan

Streamlining process to allow pre-graduates
Meet Blaize Uva!

The Environmental Division would like to introduce our new team member, Blaize Uva. Blaize is an Environmental Specialist (Archaeology) who comes to Public Works by way of Planning (where she was working in GIS). Blaize enjoys hiking, jewelry making, and training up her new puppy in her free time. Be sure to say hi when you see her around the office or on the job site. Welcome Blaize!

Kate
Communications Culture
Communications Program

Communications, collaboration & teamwork:

• Creating a PW Strategic Plan
• Building communication culture
  • Communication Charter
  • New tools for improvement
  • PW staff web-portal
• Connecting staff across divisions & field/office
PW Strategic Plan

Communicate to staff:
- PW Mission
- Services provided
- Organizational structure
- Direction for future
Mentoring
Mentoring Program Goals

Support talented staff’s growth:
• Gain confidence & skills for public sector
• Improve communication skills & initiative
• Exposure to divisions, management & agencies
• Exposure to County processes
• Networking & building relationships
## Steps to Pilot Mentoring Program

<table>
<thead>
<tr>
<th>Pilot Program Development (6-9 months)</th>
<th>Pilot Program Startup (3 months)</th>
<th>Pilot Program (6 months)</th>
<th>Pilot Program Closeout (1 month)</th>
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<tbody>
<tr>
<td>Develop goals, objectives &amp; guidelines</td>
<td>Email PW Staff to solicit Mentee interest forms</td>
<td>Mentor training &amp; Kickoff meeting</td>
<td>Host graduation celebration</td>
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<tr>
<td>Develop program materials &amp; forms</td>
<td>Select up to 10 Mentee – Mentor pairs</td>
<td>Mentee-Mentor pair activities</td>
<td>Fill out post-pilot survey</td>
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<tr>
<td>Gather Mentor bios</td>
<td>Schedule 6-month program dates</td>
<td>Host roundtable discussions</td>
<td>Host closeout roundtable discussions</td>
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<tr>
<td>Executive Team / management approval</td>
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Starting Mentoring Program

What it takes:

• Dedicated champions
• Clearly defined pilot program & goals
• Approval from leadership
• Support from managers, supervisors
• Willing, dedicated mentor candidates
• Enthusiastic staff wanting to be mentored
• Dedicated PW funding / support
Pilot Mentoring Program

Courtney Howard, P.E.
Water Resources Division Manager

Looking for a thinking partner?

I'm the mentor for you! I'm ready to listen, help you think through situations, provide honest input and help you identify what it takes to meet your goals.

Career facts and stats - I received a BS in Environmental Engineering from Cal Poly, SLO, in 2000. In 2006, after operating and maintaining groundwater treatment systems, and planning and managing water system projects in the early part of my career, I became active in regional water resource management, working on countywide water plans and groundwater issues with folks throughout the county. I'm an ASCE past-president and a member of the State’s Sustainable Groundwater Management Act Practitioner Advisory Panel. I currently manage the Water Resources Division, which is committed to being an effective partner in the achievement of sustainable water resources countywide.

On the personal side, I knew Jeremy would be my husband when we first met in the dorms at Cal Poly and discussed the Will Clark poster on my wall. We've been married 17 years (which coincides with my county service) and have two little girls - Audrey (9) and Emily (7). We live in rural Paso Robles with Grandma, 2 horses, 2 cats, 6 chickens and some fish in the pond. We enjoy camping, softball, and our friends and family. I have 3 marathons under my belt (all completed under the max allowed for the course, ha, ha) and am a part of a casual running group called Run Paso. Ask me about the PVDivas sometime. I love to read – be prepared to be handed a list of books about leadership and collaboration!
Moving Past a Pilot Program

Tailoring PW’s ongoing program:

- Need active, dedicated committee & pairs
- Mentees set goals prior to kickoff
- Coach Mentees on taking initiative
- Provide creative ideas, tools & resources
- Social meet-ups for Cohort
- 5-month program with 10 pairs
- Support with PW funding
Career Development
Career Development Program

Mock Interview Program

• Staff-led program
• Open to all to participate
• Popular with field crews
• Successes
• Interviewer/Interviewee roles both have benefit

Interview & resume brown bags for all staff
Career Development Program

Professional Development Opportunities

• Mock Board presentations
• Mock Advisory Body presentations
• Leadership brown bag sessions
Work-life Balance
Work-life Balance Program

Outside Care Supportive Share Division Hard
Telecommuting Upper Management Needs
Activities Schedule Overtime Supervisors
Work Load Working from Home Community Life
Paid Employees Situation Vacation

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<th>ANSWER CHOICES</th>
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<tr>
<td>Strongly Agree</td>
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<tr>
<td>Agree</td>
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<td>Neutral</td>
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<td>Disagree</td>
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<tr>
<td>Strongly Disagree</td>
<td>0.00%</td>
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<tr>
<td>TOTAL</td>
<td>95</td>
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Work-life Balance Program

Attract & retain talented employees by providing schedule options & programs that promote work/life balance

- Telecommuting policy
- Establish satellite offices
- Educate & communicate to staff about existing resources & options for alternate work schedules
- Create opportunities for staff to connect after work
Work-life Balance Program

Have fun at work!
• Infuse fun & socializing into work
• Lunch, after work & weekends
• Activities focused on team building, community service & fun
Key Takeaways

- Start small, but START!
- Don’t wait for HR to create programs
- Survey your staff (what do they want?)
  - Follow up/follow through
- Find your champions from all levels of the org
- Don’t reinvent the wheel
- Hire the right people
- Adapt as you go
How’s it going in SLO Co PW?

Turnover rates
Future Efforts

• Continue programs above
• Explore new programs:
  • Rotation
  • Job exchange
  • Job shadowing
Questions?

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• Kate Ballantyne, Deputy Director
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• Colt Esenwein, Director
  cesenwein@co.slo.ca.us
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