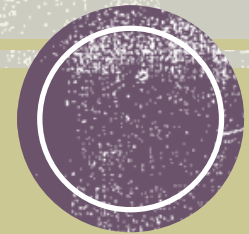


Workforce Challenges You Can't Ignore

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

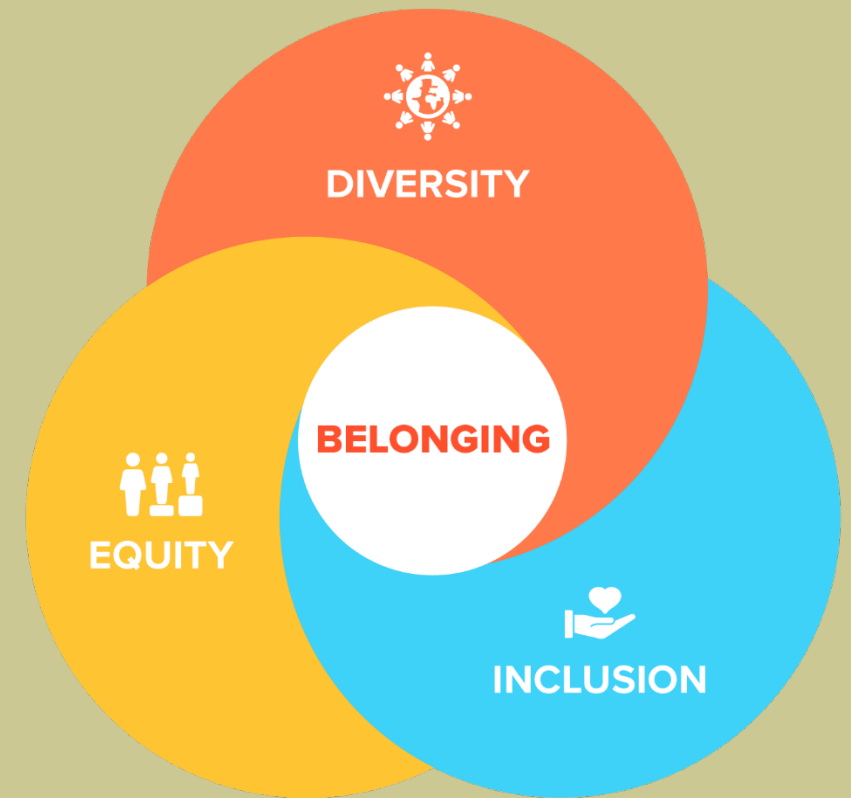


Dynamics (cont'd)

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



Patrice McElroy, Valley W...



Chaten Berry



Melvin Gaines, Ast. Town ...



Melissa Stevenson Diaz, ...



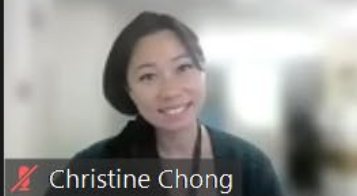
Conrad Fernandes (he/hi...



Halla Mansfield (they/the...



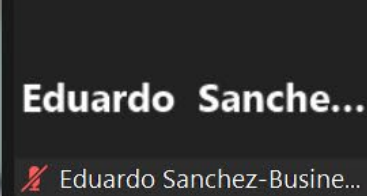
Soraya Ahmadyar



Christine Chong



Joshua Bermea



Eduardo Sanchez-Busine...



Nisha Ting



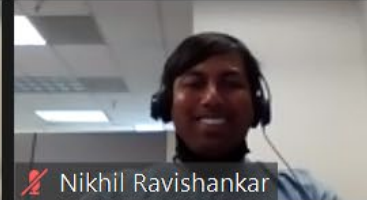
Tiffany Bountouvas



Cindy Chen (she/her)



Nasiha Rahman (she/her)



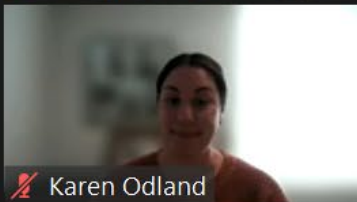
Nikhil Ravishankar



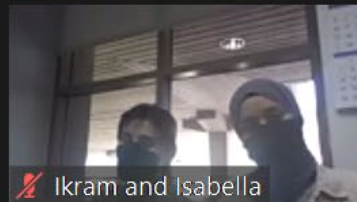
Kristan Tadeja - RWC Eng...



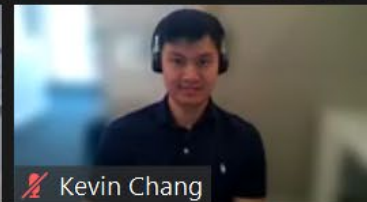
Sandeep Chahal



Karen Odland



Ikram and Isabella



Kevin Chang



Gabriel Yee



Ava P



Niyha Brooks



Gustavo Mejia, VW



(Ua) Uapili Lucey











NextGenSiliconValley

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

Premises for Talent Discussions

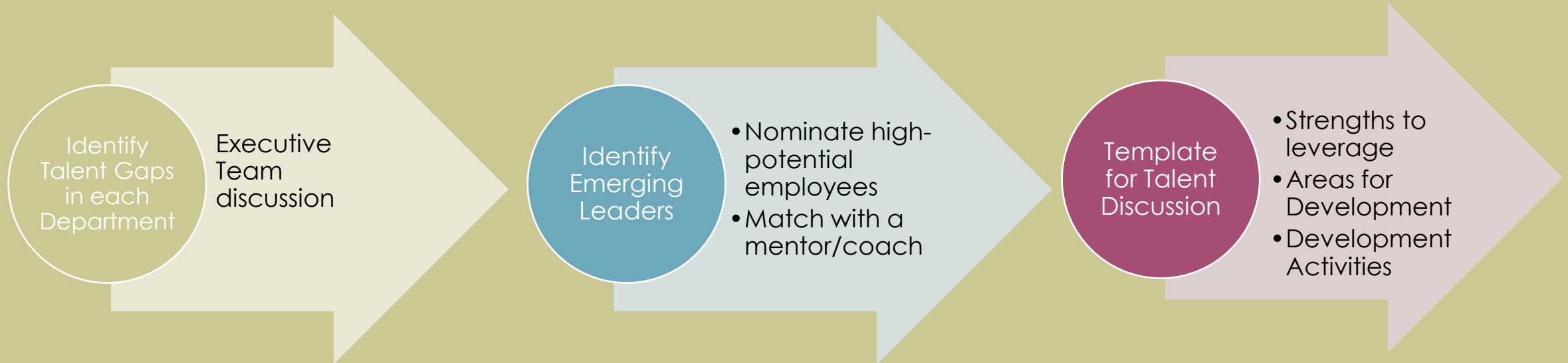
- Strive to develop a robust pool of talented staff throughout the organization
- Empower employees to “learn by doing” coupled with helpful and candid coaching and feedback

Premises for Talent Discussions

(cont'd)


- 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/Challenges

- Executive Team discusses and assesses current and foreseeable talent challenges in each department



The Department (for example: Planning):

Finance Department

Status of the Bench:

Somewhat Deep ▾

Anticipated talent gaps in your Department in the next 2-4 years:

- Accounting
- Treasury
- Revenue Management

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

Talented Staff Person Name:

Carolyn Brooks

Current Position:

Revenue Officer

Readiness:

Now



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

Template for Talent Discussion (cont'd)

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



QUESTIONS?

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”

ICMA | coaching program

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