Managing Human Capital -- *best practices in hiring, developing, and leading talent*

**Webinar** 1:00 – 2:30 p.m. PT, Thursday, October 17, 2013

Cal-ICMA Coaching Program in partnership with ICMA State Associations
Colorado, Illinois, Michigan, Minnesota, Oklahoma, and Oregon

*** Advance registration required for this no-charge webinar: [https://www1.gotomeeting.com/register/446768400](https://www1.gotomeeting.com/register/446768400)

Topics:
1. How are local governments responding to social, economic, and generational shifts?
2. What new models for managing human capital appear promising?
3. What is local government doing to adopt and adapt private sector approaches?
4. How can local government tap more of its talent and improve results?
5. What resources are available to support innovative practices?

Presenters:
* Heidi Voorhees, President, Voorhees Associates, exec. search and mgmt. consulting (former city manager, now working with communities in IL, WI, CO, KS, TX, NC, AZ, RI, and others)
* Don Turko, Director, Human Resources, San Diego County, CA
* Alex McIntyre, City Manager, Menlo Park, CA

Audience: all employees

1. Register in advance for the webinar:
   There is no charge for participating in the webinars, but each requires advance registration.
   *** Advance registration required for this no-charge webinar: [https://www1.gotomeeting.com/register/446768400](https://www1.gotomeeting.com/register/446768400)

2. Connect with the webinar and audio:
   Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the Telephone option dial-in number provided by GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions:
   You may submit questions anonymously via email to Cal-ICMA@DonMaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters’ presentation materials:
   We post these with the agenda at “Live Audio & Archives” tab of [www.cal-icma.org/coaching](http://www.cal-icma.org/coaching). The PPT will be available about 2 hours before the webinar.
After a webinar occurs, a digital recording along with the PowerPoint materials and results of the polling questions will be available after 24 hours at the "Live Audio & Archives" tab of www.cal-icma.org/coaching.

Post-Webinar Group Discussions

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Cal-ICMA Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. What are the most pressing issues our agency faces in managing human capital?
b. Which of the ideas and models offered in the webinar might be helpful for us?
c. What resources would we like to tap to enhance our results?

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list to keep informed of future sessions and resources at www.cal-icma.org/coachingList.

We appreciate the sponsors for the Cal-ICMA Coaching Program. They include:
Platinum Sponsors: CA Communities Joint Powers Authority, Chevron, and Pacific Gas and Electric Company
Gold Sponsors: California City Management Foundation and ICMA
Silver Sponsors: Alliant Insurance Services, County Administrative Officers Association of California, Granicus, Municipal Management Association of Northern California (MMANC), Municipal Management Association of Southern California (MMASC), Public Agency Retirement Services (PARS), and Richards, Watson & Gershon
Bronze Sponsors: California Special Districts Association, County Personnel Administrators Association of California (CPAAC), Davenport Institute for Public Engagement at Pepperdine’s School of Public Policy, Liebert Cassidy Whitmore, and Stone and Youngberg

Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, Cal-ICMA Coaching Program
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Heidi Voorhees, President, Voorhees Associates

Ms. Voorhees has extensive experience in both executive search and general management consulting assignments. She has led more than 140 recruitment and selection processes for local government entities across the country and takes pride in facilitating a tailored, thorough process that gives elected and appointed officials the tools they need to make critical human resource decisions. She is President/Owner of Voorhees Associates, a State of Illinois certified woman owned business, and Co-owner of GovTempsUSA. Ms. Voorhees co-founded GovTempsUSA with Joellen Earl, in recognition of the need for short and long term flexibility in staffing solutions for local governments.

In addition to her 12 years of executive recruitment and management consulting experience, she has 19 years of local government leadership and management service, with the Villages of Wilmette and Schaumburg, Illinois, and the City of Kansas City, Missouri. From 1990 to 2001, Ms. Voorhees served as the Village Manager for Wilmette, Illinois, one of Chicagoland’s notable residential suburbs located on the shore of Lake Michigan. During her tenure, Ms. Voorhees focused on delivering high quality services, streamlining administrative, management functions, and team building throughout the organization that employed 200 individuals. Under her leadership, the organization developed a collaborative budget process, formalized its long-range capital improvement program, and developed budget and financial policies that led to the achievement of a AAA bond rating for the community.

Ms. Voorhees holds a Master’s Degree in Public Affairs from the School of Public and Environmental Affairs at Indiana University. She also has a Bachelor of Science degree in Political Science from Illinois State University.

Don Turko, Director, Human Resources, San Diego County, CA

Don Turko was appointed by the Chief Administrative Officer as the Human Resources Director on May 12, 2011 and administers the County’s Human Resource Department and its several component divisions.

Don has worked in the field of Human Resources and labor management relations for 37 years, with the last 24 years as a local government Human Resources executive. During his public service career, Don has served for a number of public employers including Employee Relations Administrator for the Sacramento City Schools, Director of Labor Relations for the County of Sacramento, and as Human Resources Director for the Counties of Butte, San Joaquin, Solano and now San Diego County.
Don has a unique perspective on local government human resources and labor management relations due to his experience on both sides of the public sector bargaining table. Before beginning his career as a public employer representative Don served for 13 years as a union negotiator and staff manager for several labor organizations. His last union assignment was with the 80,000 member California State Employees Association, SEIU Local 1000, where he served as Civil Service Division Administrator and chief negotiator for Local 1000 in contract negotiations with the state of California’s Department of Personnel Administration.

Don has a proven track record as a Human Resources process engineer in the areas of recruitment, leadership development, succession planning, and wellness program development. Current initiatives include the Mentor-Mentee Program for County managers, the 2012 Workforce Planning Survey, and the launch of an Expanded Wellness Program for County employees.

Don is a past President of the County Personnel Administrator’s Association of California (CPAAC), a former board member of the North Bay Chapter of the International Public Management Association (IPMA) and an active member of the California Public Employers Labor Relations Association (CalPELRA) where he has served on numerous occasions as a conference speaker and labor academy instructor.

Alex McIntyre, City Manager, Menlo Park, CA

In March 2012, Alex D. McIntyre became the City Manager for the City of Menlo Park, California. Menlo Park is a diverse community of 35,000 located midway between San Francisco and San Jose, adjacent to Stanford University. Menlo Park is the capital of the Venture Capital community and home to SRI and Facebook. Previously, he served four years as City Manager for the City of Lake Oswego, Oregon, a full-service, suburb of Portland. Bordered by the Willamette and Tualatin rivers, the community is recognized for its quality of life and impressive lakeside homes.

In 2006, Mr. McIntyre was appointed Chief Assistant County Manager for the County of Marin, California. In that capacity, he was responsible for budget, and organizational and policy development for the County Manager and the Board of Supervisors. He was recruited to the position, in part, because of his six years’ experience as Town Manager for the Marin County Town of Tiburon, California. Tiburon is an affluent San Francisco bayside community.

Mr. McIntyre moved to the Bay Area in 1997 to serve as Portola Valley’s first Town Manager. Portola Valley is a hillside equestrian community of residential homes and estates.
He started his career in Southern California working on the city management staffs for the cities of Arcadia and Burbank. He also spent three years as a public sector executive recruiter.

Mr. McIntyre received his Bachelor’s degree from University of California, Irvine in political science and psychology and a Master’s degree in Public Administration from the University of Southern California.

Growing up the son of a city manager, Mr. McIntyre acknowledges the exposure to the profession may have influenced him into the profession. Or, as his father has indicated more than once, perhaps it’s simply bad genes.
Managing Human Capital

best practices in hiring, developing, and leading talent

October 17, 2013
Coaching Program: 10th year
Preparing the Next Generation Committee

Platinum Sponsors: CA Communities Joint Powers Authority
Chevron Pacific Gas and Electric Company

Gold Sponsors: ICMA and California City Management Foundation

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Overview of Session

1. How are local governments responding to social, economic, and generational shifts?
2. What new models for managing human capital appear promising?
3. What is local government doing to adopt and adapt private sector approaches?
4. How can local government tap more of its talent and improve results?
5. What resources are available to support innovative practices?

- **Heidi Voorhees**, President, Voorhees Associates, exec. search and mgmt. consulting
- **Don Turko**, Director, Human Resources, San Diego County, CA
- **Alex McIntyre**, City Manager, Menlo Park, CA
- **Don Maruska**, Director, Cal-ICMA Coaching Program

...and polls and questions along the way.
Polling Question #1

How many people are listening on your line?
Managing Human Capital – Best Practices in Hiring, Developing and Leading Talent

Heidi J. Voorhees, Owner, Voorhees Associates
& Co-Owner, GovTempsUSA
Key Points and Takeaways

- Pressure for tax reduction while maintaining service levels continues with no end in sight
- Local governments responding with partnerships and other models for service delivery
- Local governments responding with innovative approaches to human capital management
Local Government and the New Normal

- 581,000 local government jobs lost between July 2008 and October 2012
- Elected officials feel and exert pressure
- State budget cuts further reduce resources

Bureau of Labor Statistics, August 2013
Local Government Response to Economic Pressures

- Municipal Partnering/In-Sourcing Services
- Mergers
- Creation of Intergovernmental Agencies
- Outsourcing of Municipal Services
Glenview, Illinois (pop. 42,000) spearheads 25 community municipal partnering initiative – $1.25 million savings over three years.

Lake County, Illinois (pop. 700,000) “in-sources” or sells services such as building inspections, permit review and environmental inspections to smaller communities.
<table>
<thead>
<tr>
<th>2011</th>
<th>2012</th>
<th>2013</th>
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<td>Cross Connection Control</td>
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Mergers with Other Taxing Bodies

Evanston, Illinois
- Saves taxpayers $500,000 annually
- Merged 1/1/13
- Estimated savings $2 million per year for the first 3 years.

Princeton Borough, NJ
- Merged with Princeton Township, NJ
- North Shore Fire Department in Milwaukee Suburbs – effective service since 1995

Evanston Township

Princeton Township, NJ
IGA’s and Outsourcing

- Intergovernmental organizations provide joint telecommunications services, public safety training, IT services
- Centennial, CO (pop. 100,000) provides municipal services with 53 employees
- Charlotte, NC managed competition program has saved $10 million since 1994
Barriers to Success

Loss of control or authority

Poor relationships/lack of trust between taxing bodies

Lack of will to effectively implement new service models
Polling Question #2

Which of these strategies is your agency employing?
Ten Key Principles for Successful Innovation in Local Government by Frans Johansson

1. Build on Vision and Values
2. Create and Sustain a Culture of Innovation
3. Use a Significant Crisis or Opportunity to Innovate
4. Create Collaborations
5. Identify and Nurture a Champion
Ten Key Principles for Successful Innovation in Local Government by Frans Johansson

6. Seek Innovation at the Intersection of Seemingly Unrelated Fields or Concepts
7. Demonstrate Courage
8. Persevere if the Innovation is Important
9. Cultivate the Credibility of the Leader
10. Share the Gift

The Medici Effect by Frans Johansson, see http://webapps.icma.org/pm/9006/public/cover.cfm?title=innovation%20in%20public%20management%3A%20what%20the%20future%20will%20demand%20of%20us
Demographics:

- **80 Million Baby Boomers**: Born between 1946 and 1964
- **46 million Generation X-ers**: Born between 1965 and 1981
- **76 million Millennials**: Born between 1982 and 2000
According to an Associated Press April 2011 poll:

- 44% of those surveyed have little or no faith they will have enough money to retire when their career “ends”
- 25% believe they will “never retire”
### City Managers by Age

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<tbody>
<tr>
<td>Under 30</td>
<td>7%</td>
<td>26%</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>30-40</td>
<td>34%</td>
<td>45%</td>
<td>13%</td>
<td>13%</td>
<td>12%</td>
<td>10%</td>
</tr>
<tr>
<td>41-50</td>
<td>37%</td>
<td>21%</td>
<td>36%</td>
<td>28%</td>
<td>23%</td>
<td>25%</td>
</tr>
<tr>
<td>51-60</td>
<td>19%</td>
<td>5%</td>
<td>43%</td>
<td>46%</td>
<td>46%</td>
<td>40%</td>
</tr>
<tr>
<td>Over 60</td>
<td>7%</td>
<td>12%</td>
<td>17%</td>
<td>17%</td>
<td>24%</td>
<td></td>
</tr>
</tbody>
</table>

Source: ICMA
• Boomers working past typical retirement age
• Boomers and Millenials are similar in numbers
• Number of Generation X employees will not meet demand
• Boomers will mentor Millenials
Temporary Staffing & Local Government Professionals

- Finance: 29%
- CED: 23%
- GM: 18%
- PW: 17%
- PS: 4%
- HR: 9%
Communities Connect with Boomers/Millenials

- **Sarasota County, FL**: Uses retired managers as “roving resources”
- **Elgin, IL**: Creates an Office of Volunteer Services
- **Montgomery, IL**: Creates Emerging Leaders Program to develop own employees
- **Hennepin County, MN**: Creates “results-only” work environment
New Approaches to Human Resource Staffing

- Mentoring Talent
- Job Sharing
- Phasing Retirement
- Outsourcing Part-time or Seasonal Jobs or Projects
- Interim or Project Work
- Temp-to-Hire
Mentoring Talent

Bring less seasoned staff in on project work

Use existing staff to develop internal talent by sharing experiences and conducting training.

In-source retired professional to mentor staff
## Job Shares

<table>
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<tr>
<th>For general oversight, such as Finance Director duties or for very specialized skills such as TIF administration</th>
<th>In inspections to reflect fluctuations in workload</th>
<th>In general management in smaller communities</th>
</tr>
</thead>
</table>

Job Sharing – Colleagues/Communities
Phasing Retirement

- Gradually reduce retiree’s hours while mentoring replacement
- Outsource the retiree to a third party provider and then hire back on an interim, part-time or as-needed basis
Outsourcing Seasonal/Part-time/Projects

- Examine work cycles such as billing cycles, sticker sales and year-end audit work.
- Outsource seasonal employees avoiding costly unemployment liabilities.
- Permanently outsource functions or projects such as minutes, marketing, economic development, and plan review.
Interim or Project Work

- Employee is on medical leave or other long-term leave
- Employee is terminated or resigns
- Employee needed for long term project such as capital improvement or ERP installation
Temp-to-Hire

- In politically charged environments
- Rehiring after a previous layoff
- Doing a “trial run” with an employee
New Approaches to Staffing

- Interim: 55%
- Temp-to-Hire: 21%
- Project: 8%
- Seasonal: 8%
- Outsourced: 8%
New Approaches to Staffing

Jurisdiction staffs “as needed”

Avoid liability and benefit costs

Avoid administrative costs

Expertise at a reduced cost

Flexibility for contracted employees
Resources

http://transformgov.org/en/Article/103211/Las_Vegas_Approves_Partnership_With_College_Of_Southern_Nevada_To_Offer_College_Courses_At_City_Hall


http://www.njspotlight.com/stories/13/01/01/newly-consolidated-princeton-greets-new-year/

http://americancityandcounty.com/pubwks/public-works-outsourcing-system-20101207

Polling Question #3

Which of these approaches to human resource staffing is your agency taking?
Managing Human Capital

Donald W. Turko
County of San Diego
Recruitment

Leadership Development

Learning Organization

Countywide Programs
Recruitment Strategies
We make a difference

Welcome to the County of San Diego, Department of Human Resources. Click here to discover why the County of San Diego is an employer of choice.

Our Mission
To provide and retain a skilled and competent workforce for County of San Diego departments so that they may deliver superior services to the residents and visitors.

Current Job Postings
We Grow Leaders
The Noblest Motive
We Make a Difference!

San Diego County promotional video

https://youtube.googleapis.com/v/kq1sjiKPSc8
Recruitment Bulletin

Bulletin aligns position to leadership competencies for unclassified positions

The County of San Diego Invites Resumes for Chief Deputy, Election Services, Registrar of Voters (Unclassified Management)

Anticipated Hiring Range is $66,550–$93,000 annually

Depending on Qualifications

Excellent Benefits

Filing Period:
Open until filled
Equal Opportunity / L.D.A. Employer
Females, Minority and Disabled Candidates Encouraged to Apply

DEPARTMENT OF REGISTRAR OF VOTERS

The Department of Registrar of Voters is committed to providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. The department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all Federal, State, and local offices and measures. The ROV is also responsible for providing access to the information needed by citizens to engage in the initiative, referendum and recall petition processes.

The mission of the Department of Registrar of Voters (ROV) is to conduct voter registration and voting processes with the highest level of professional election standards, accountability, security and integrity thereby earning and maintaining public confidence in this election process.

THE POSITION

This is an unclassified management position reporting directly to the ROV or Assistant ROV. The Chief Deputy, ROV is primarily responsible for initiating, directing, and recommending policy for the planning, management and procedural activities of the Election Services Division. This position is responsible for developing and implementing Federal, State and local election policies and programs along with coordinating the administration of elections with local officials. Key service of the Election Services Division is directing poll worker recruitment and training. Logistics and warehouse operations are also in the Election Services Division.

[Images of cityscape and building exteriors]
Leadership Development
HR Systems Integration

- Leadership Competency Model
- Leadership Planning Model
- Employee Development Learning Model
### County of San Diego Leadership Development Model

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Results Orientation</th>
<th>Interpersonal Relationship</th>
<th>Problem Solving</th>
<th>Development of Others</th>
<th>Organizational Acumen</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Stimulates and actively initiates change in organization</td>
<td>- Sets and achieves challenging goals for department/unit</td>
<td>- Superior influence and persuasion skills</td>
<td>- Anticipates future consequences and trends accurately; applies knowledge appropriately</td>
<td>- Mentors and coaches managers, peers, and leaders</td>
<td>- Maintains a global perspective in all activities, decisions</td>
</tr>
<tr>
<td>- Anticipates and prepares for opportunities not obvious to others</td>
<td>- Commits self and others to improve performance and reach challenging goals</td>
<td>- Carefully adapts message to others</td>
<td>- Integrates data from many sources before drawing conclusions and taking action</td>
<td>- Candidly addresses and confronts performance issues</td>
<td>- Demonstrates an understanding of multiple stakeholder needs</td>
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<td>- Actively seeks opportunities to improve status quo</td>
<td>- Persists over time in the face of obstacles; tenacious</td>
<td>- Consensus builder</td>
<td>- Carefully considers implications and impact of decisions across time and on others</td>
<td>- Recognizes strengths and weaknesses of others and how to best manage them</td>
<td>- Can negotiate well; settles differences and maintains relationships</td>
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<td>- Resilient and recovers quickly from setbacks</td>
<td>- Helps others learn interpersonal skills</td>
<td>- Capitalize on opportunities and manage risks</td>
<td>- Deals with performance issues in a timely manner</td>
<td>- Builds and supports mutually beneficial relationships with other organizations, associations, and community contacts</td>
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<td>- Demonstrates desire to improve self</td>
<td>- Relates to a wide range of styles and personalities</td>
<td>- Supports the big picture; not &quot;turfy&quot;</td>
<td>- Mentors and coaches direct reports</td>
<td>- Recruits and develops a diverse workforce at all organizational levels</td>
</tr>
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<td></td>
<td>- Sets and achieves challenging goals for self</td>
<td>- Demonstrates strong teamwork and collaboration skills</td>
<td>- Understands multiple perspectives, agendas, goals, etc.</td>
<td>- Holds others accountable; sets high standards</td>
<td>- Views politics as necessary and useful</td>
</tr>
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<td></td>
<td>- Follows through on commitments</td>
<td>- Seeks to understand perspectives and needs of others</td>
<td>- Anticipates problems and roadblocks</td>
<td>- takes a personal interest in staff</td>
<td>- Looks beyond department boundaries when making decisions</td>
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<td>- Seeks feedback and corrects course</td>
<td>- Establishes rapport easily</td>
<td>- Formulates objectives and priorities and implements plans consistent with the long term interest of the organization</td>
<td>- Provides enough autonomy and freedom for others to succeed</td>
<td>- Networks with relevant parties inside and outside organization</td>
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<td>- Remains Optimistic and persistent even under adversity</td>
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<td>- Effectively Manages conflict situations</td>
<td>- Fair, even-handed</td>
<td>- Recognizes others' agendas</td>
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<td>- Praises, recognizes others</td>
<td>- Sensitive to political dynamics inside the organization</td>
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### Core Threshold Competencies Essential to all Leadership Roles

- Customer Service Orientation
- Department-specific Functional Skill & Technical Knowledge
- Flexibility/Adaptability
- Self-Confidence
- Knowledge Worker

### Core Organizational Values Guiding all our Work at the County of San Diego

- **INTEGRITY**: Dedicated to the highest ethical standards
- **STEWARDSHIP**: Ensure responsible stewardship of all that is entrusted to us
- **COMMITMENT**: Committed to excellence in all that we do

7/31/2012
Leadership Planning Model

**Phase I: Success Profile**
- Identify Strategic Needs
- Identify Key Positions
- Identify Key Competencies

**Phase II: Developing Profiles**
- Create Leadership Development Profiles
- Conduct Gap Analysis
- Create Development Plans

**Phase III: Continuous Planning**
- Integrate
- Evaluate
- Revise
A Learning Organization
<table>
<thead>
<tr>
<th>EMPLOYEE</th>
<th>CLASSIFICATION LEVEL</th>
<th>NUMBER OF ELIGIBLE ATTENDEES</th>
<th>TARGET AUDIENCE</th>
<th>TRAINING PROGRAM</th>
<th>CONTINUOUS LEARNING</th>
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<tr>
<td>EXECUTIVES</td>
<td>EM, UM</td>
<td>289</td>
<td>In a leadership role or designated for an expanded leadership role in the future</td>
<td>Leadership Academy</td>
<td>&gt;Alumni Events</td>
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<td>&gt;Mentor in Mentor Program</td>
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<td>Exec Development</td>
<td>(Mgmt)</td>
<td></td>
<td></td>
<td></td>
<td>&gt;Previous Ken Blanchard Ldrship Acad classes</td>
</tr>
<tr>
<td>MANAGERS</td>
<td>UM, CEM</td>
<td>656</td>
<td>Oversees a division, program, or unit</td>
<td>Dynamic Management Seminars</td>
<td>&gt;Alumni Events</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>&gt;Mentor/Mentee in Mentor Program</td>
</tr>
<tr>
<td></td>
<td>(Front Line Supv)</td>
<td>1,999</td>
<td></td>
<td></td>
<td>&gt;Mentee Trainings</td>
</tr>
<tr>
<td>SUPERVISORS</td>
<td>AE, CEM, CL, CR, MA, MM, PR, PS</td>
<td>1,999</td>
<td>Front-line supervisors</td>
<td>Supervisor Certificate Online Program/Supervisor Academy (recommend changing Req for Nominees process)</td>
<td>&gt;Alumni Events</td>
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<td>&gt;Mentee in Mentor Program</td>
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<td>&gt;Mentee Trainings</td>
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<td></td>
<td></td>
<td></td>
<td>&gt;Supervisor Resource Center</td>
</tr>
<tr>
<td>Supv Development</td>
<td>(Non-Supv)</td>
<td>12,281</td>
<td></td>
<td></td>
<td>&gt;Fundamentals of Supervision</td>
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<td></td>
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<td></td>
<td></td>
<td>&gt;Coaching Skills</td>
</tr>
<tr>
<td>KNOWLEDGE WORKERS</td>
<td>ALL</td>
<td>15,023</td>
<td>Employees without Direct Reports</td>
<td>Professional Enrichment Seminars (recommend change to application process)</td>
<td>&gt;Alumni Events</td>
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<td></td>
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<td>&gt;Stand Alone Classes</td>
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<td>&gt;Online Training</td>
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<td>&gt;Career Advising (Myers-Briggs Class)</td>
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<td>&gt;Resume Review</td>
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<td>&gt;Microsoft Office 2007</td>
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<td>(same as above including PES)</td>
</tr>
<tr>
<td>ALL EMPLOYEES</td>
<td>ALL</td>
<td>15,023</td>
<td>New Hires (through the Onboarding Program)</td>
<td>NEO SHP or SHP-Supv</td>
<td>&gt;Kronos</td>
</tr>
<tr>
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<td></td>
<td>Embracing Diversity</td>
<td>&gt;What is WSSH?</td>
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<td>Fraud Awareness</td>
<td>&gt;Customer Service Bootcamp</td>
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<td>Electronic Data Storage</td>
<td>&gt;GMS Video</td>
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<td>Employee Handbook</td>
<td>&gt;Unmasking GWOW</td>
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<td>Records Revealed</td>
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<td></td>
<td></td>
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<td>Security Awareness</td>
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*Note - Academy curriculum to be determined based on competencies*
Formal Learning Programs

- Leadership Academy
- Dynamic Management Seminars
- Supervisor Academy
- Professional Enrichment Seminars
- Administrative Support Academy
- Training Series
- Online Training through the LMS
Countywide Programs
Employee Wellness Program
Purpose: The program is designed to help coach and inspire employees participating in the program to pursue their chosen career-oriented goals within County government.

Objective: The desired outcome is to coach mentees on how to best prepare themselves toward meeting their chosen career goals within County government. The program is intended to provide employees with the encouragement and direction they may need to pursue their career-oriented goals with greater focus and confidence.
Mentee Testimonials

http://www.youtube.com/embed/ZasQV5zm8Wg?rel=0&autoplay=1
Developing the Leadership of Tomorrow
Polling Question #4

Which of these human capital strategies is your agency using?
Managing Human Capital
Best practices in hiring, developing, and leading talent

Alex D. McIntyre
City Manager
City of Menlo Park, California

October 17, 2013
What have we done?

Menlo Park Leadership Academy

Purpose

1. Assist the City of Menlo Park organization in “growing” our own leaders in order to fill Leadership positions as they become vacant;

2. Create leaders at all levels of the organization;

3. Capture and transfer technical and organizational knowledge;

4. Help the organization sustain itself and achieve higher levels of performance in addressing community needs.
Menlo Park Leadership Academy

Success Indicators

✓ Entering the 6th Year of the program.

✓ 90 graduates

✓ 70 remain with the organization

✓ 20% have received promotions or currently serve in an “acting” capacity
Other strategies

Provided Specialized Training

- Harvard/ICMA’s Senior Executives in State & Local Government
- University of Virginia/ICMA’s Senior Executive Institute (SEI)
- The Berkeley Executive Seminar
- ICMA Annual Conference and ICMA University Workshops
What have we done?

- Changing economy forces innovation
  
  Example: RECRUITMENT
  
  - Networking rather than process
  - Targeted outreach
  - Recruiters
  - Referrals

- Recruitment Video

View on YouTube

http://www.youtube.com/watch?v=rydTNt-dNBk&feature=player_detailpage
What we doing?

- Behavioral-based Hiring
  - Solid interpersonal skills
  - Teaching ability
  - Listening skills
  - Willingness to question
  - Desire to problem-solve
  - Acknowledgement of limitations

*Hire for attitude.*
*Skills can be taught. Passion can’t.*
What are we doing?

- Special Events for Employees
  - Employee Picnic
  - Interdepartmental Kickball Tourney
  - Holiday Event & Employee Recognition Awards
What is Local Government doing to adopt and adapt to private-sector approaches?

- Pay for Performance
  It can succeed:
  - when the political climate is right
  - employees accept it
  - managers are trained to implement it fairly and consistently
  - agencies monitor it regularly
What is Local Government doing to adopt and adapt to private-sector approaches?

- **Management Team Retreats**
  - **Menlo Park Example**
  - **Where:** offsite
  - **Who:** 20 managers/supervisors
  - **This Year’s Theme:** Telling Our Story
What is Local Government doing to adopt and adapt to private-sector approaches?

- Jump Teams for Special Projects
  - Focused
  - Small, diverse group
  - Each member bringing different talents
Polling Question #5

Which of the following approaches sound desirable for your agency?
Polling Question #6

In a highly competitive market for talent, which of the following have worked for your agency?
Post-Webinar Discussion Questions

a. What are the most pressing issues our agency faces in managing human capital?
b. Which of the ideas and models offered in the webinar might be helpful for us?
c. What resources would we like to tap to enhance our results?
Polling Question #7

How was the webinar of value to you?
Resources and Feedback

- Go to “Live Audio & Archives” tab at website for recordings of this webinar and other professional development resources.

  www.cal-icma.org/coaching

- Please complete the follow up survey.
Upcoming webinar

“Key Skill Sets for the 21st Century – what’s changed and how you can respond”
1:00 – 2:30 p.m. PT, Thurs., November 14

featuring
* Bob O’Neill, Executive Director of ICMA
* Pat Martel, City Manager, Daly City, CA
* Skip Noe, City Manager, Aurora, CO

Register now at
https://www1.gotomeeting.com/register/572924664
Contacts for Today’s Session

- **Heidi Voorhees**, President, Voorhees Associates, exec. search and mgmt. consulting [hvoorhees@varesume.com](mailto:hvoorhees@varesume.com)
- **Don Turko**, Director, Human Resources, San Diego County, CA [Donald.Turko@sdcounty.ca.gov](mailto:Donald.Turko@sdcounty.ca.gov)
- **Alex McIntyre**, City Manager, Menlo Park, CA [admcintyre@menlopark.org](mailto:admcintyre@menlopark.org)
- **Don Maruska**, Director, Cal-ICMA and CSMFO Coaching [Cal-ICMA@DonMaruska.com](mailto:Cal-ICMA@DonMaruska.com)

A PDF of the PPT, results from polling questions, and a digital audio recording will be available in 24 hours. Go to [www.cal-icma.org/coaching](http://www.cal-icma.org/coaching) and click on “Live Audio & Archives” tab.
Polling Results from “Managing Human Capital” – webinar

October 17, 2013

235 locations; 584 participants in live audience

<table>
<thead>
<tr>
<th>Question</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Which of these strategies is your agency employing?</td>
<td></td>
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<tr>
<td>M&amp;A</td>
<td>58%</td>
</tr>
<tr>
<td>Mergers</td>
<td>6%</td>
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<tr>
<td>Creation of intergovernmental agencies</td>
<td>25%</td>
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<tr>
<td>Outsourcing of municipal services</td>
<td>63%</td>
</tr>
<tr>
<td>Other/not applicable</td>
<td>17%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Question</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Which of these approaches to human resource staffing is your agency taking?</td>
<td></td>
</tr>
<tr>
<td>Mentoring/mentoring</td>
<td>55%</td>
</tr>
<tr>
<td>Job sharing</td>
<td>19%</td>
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<tr>
<td>Phasing retirement</td>
<td>21%</td>
</tr>
<tr>
<td>Outsourcing PT or seasonal jobs or projects</td>
<td>53%</td>
</tr>
<tr>
<td>Interim or temp-to-hire</td>
<td>56%</td>
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</table>

<table>
<thead>
<tr>
<th>Question</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which of these human capital strategies is your agency using?</td>
<td></td>
</tr>
<tr>
<td>Leadership academy</td>
<td>41%</td>
</tr>
<tr>
<td>Learning organization (pathways)</td>
<td>16%</td>
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<tr>
<td>Government without walls</td>
<td>13%</td>
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<tr>
<td>Employee Wellness program</td>
<td>66%</td>
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<tr>
<td>Mentor partnership program</td>
<td>15%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Question</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which of the following approaches sound desirable for your agency?</td>
<td></td>
</tr>
<tr>
<td>Provide specialized training with outside resources</td>
<td>61%</td>
</tr>
<tr>
<td>Review recruiting for networking, targeted outreach, etc.</td>
<td>54%</td>
</tr>
<tr>
<td>Behavioral/attitude hiring vs. specific position experience</td>
<td>65%</td>
</tr>
<tr>
<td>Pay for performance</td>
<td>37%</td>
</tr>
<tr>
<td>Action teams for focused results</td>
<td>60%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Question</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>How was this webinar of value to you?</td>
<td></td>
</tr>
<tr>
<td>Described impact of social, economic, and demographic change</td>
<td>56%</td>
</tr>
<tr>
<td>Provided useful models for managing human capital</td>
<td>76%</td>
</tr>
<tr>
<td>Illustrated efforts to adopt private sector approaches</td>
<td>43%</td>
</tr>
<tr>
<td>Showed ways to engage talent more effectively</td>
<td>68%</td>
</tr>
<tr>
<td>Identified resources that you can tap</td>
<td>58%</td>
</tr>
</tbody>
</table>