ATTRACTING AND RETAINING A DYNAMIC WORKFORCE

*free webinar*

10:00 - 11:30 a.m. Pacific Time, Wednesday, March 29, 2017

*** Advance registration required for this no-charge webinar ***
https://attendee.gotowebinar.com/register/8699700316662837252

**Webinar topics:**
1. What are best practices to attract a diverse workforce to serve your community?
2. What’s changing in the work of local government and how people want to work?
3. What are agencies doing to engage employees in fresh and effective ways?
4. What resources can help agencies encourage dynamic, inclusive workforces?

**Presenters:**
* Beth Taska, Executive Vice President of Human Potential, 24 Hour Fitness and former HR Director for Elmhurst, Mount Prospect, and Forest Park, IL
* Elizabeth Tolzmann, Assistant City Manager, Bloomington, MN
* Pam Antil, Assistant City Administrator, Santa Barbara, CA

**Audience:** all employees

Meets Practice 1 (Staff Effectiveness) and 9 (Inclusion) of ICMA’s Practices for Effective Local Government Leadership.

1. Register for the Webinar:
There is no charge for participating in the webinars, but each requires advance registration.

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3. Ask questions:

You may submit questions anonymously via email to ICMACoaching@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 "Agendas & Archives" tab of http://icma.org/coachingwebinars. The PPT will be available 24 hours before the webinar.

After a webinar occurs, a digital recording along with a PDF of the presentation materials and results of the polling questions will be available after 24 hours at the "Agendas & Archives" tab of http://icma.org/coachingwebinars.

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 Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. Where do we have gaps in attracting a diverse workforce to serve our community?
b. What challenges do we face in retaining a dynamic workforce?
c. What strategies and tactics look attractive for us to consider?

MORE RESOURCES--See http://icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list at http://icma.org/coachinglist to keep informed of the details for future ICMA Coaching Program sessions and other resources.

Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, ICMA Coaching Program – thrive in local government
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Beth Taska, Executive VP of Human Potential, 24 Hour Fitness

The first time I flew on an airplane, I was 16 years old and on my way to Japan for a year. I bought my own ticket from babysitting money. Against all odds, I was starting on an improbable and amazing life journey.

I lead companies on all things people. I am the Executive Vice President (Chief HR Officer) of Human Potential at 24 Hour Fitness, with 23,000 employees, 450+ locations and 4 million members. Prior to this, I was Chief HR Officer at Clearwire, a high-tech company in Seattle, and a senior HR executive at Gap as well as Sears, in Supply Chain and Retail. I also headed up Human Resources/Risk Management for the cities of Elmhurst, Mount Prospect, and Forest Park. In all of these roles, my most significant contribution has been developing, coaching, and mentoring cultures and leaders...leaders who I define as people who create a future that otherwise would not have occurred. In other words, they actualize potential in themselves and others.

Throughout my career I have created, taught and led others to teach experiential training for leadership development throughout the world. I present at conferences, for businesses and professional organizations and am published in regards to the inherent power in leadership as a way of being, a power attainable for each of us, because we all have it. And it is this: you are a leader in how you are, not in the degrees you attain, the title on your door or the money in your accounts.

My husband Robert and I met in college over 25 years ago, were Peace Corps volunteers in Ecuador, assisting in small business development. We have one son, Benjamin. I have an MPA with Honors from Roosevelt University in Chicago and a B.A. in Political Science with Honors from Northern Illinois University, where I graduated as valedictorian and magna cum laude. My first book is being published early 2017 by Balboa Press, "Leading From Within--Lessons In Leadership"-- a manual on making a future that otherwise would not occur, a better one.

Elizabeth Tolzmann, Assistant City Manager, Bloomington, MN

Elizabeth Tolzmann currently serves as the Assistant City Manager for the City of Bloomington where she facilitates organizational leadership, strategic planning, employee engagement, workforce development, diversity and inclusion, creative
placemaking and community engagement in the city. Prior to joining the City, she worked for Hennepin County Public Works facilitating change management and for the City of Brooklyn Park on community engagement initiatives.

She is a licensed attorney specializing in immigration law and teaches as an Adjunct for the University of St. Thomas School of Law. Elizabeth received her Juris Doctor degree from the University of St. Thomas School of Law and Bachelor’s degree in Business/Marketing from the Carlson School of Management at the University of Minnesota.

Pam Antil, Assistant City Administrator, Santa Barbara, CA

Pamela “Pam” W. Antil has over 25 years of experience directly managing and advising local government agencies across the country including small and large cities such as San Jose, CA, Ann Arbor, MI and Palo Alto, CA. Currently, she is the Assistant City Administrator/COO for the City of Santa Barbara, CA. Ms. Antil also advised local government, not-for-profits, and private sector clients as a Consulting Manager and Director for Grant Thornton LLP – the 5th largest public accounting and management consulting firm in the U.S.

Ms. Antil has been recognized for her published articles and papers on a variety of topics including advancing women in local government; the future of policing in the United States; business networking; innovation and design thinking; post-merger/operational due diligence in the private sector; and use of social media by local government. An avid networker herself and early adopter of social media in government, Ms. Antil founded the Municipal Managers group on LinkedIn in 2007, which has over 11,000 members today and the League of Women in Government in 2015, supporting the advancement of women in local government.

Pam is an active member of the International City/County Management Association, Cal-ICMA, Alliance for Innovation, Municipal Management Assistants of Northern & Southern California, BJA Executive Session on Police Leadership, Emerging Local Government Leaders as well as serves as a Board Member for Women Leading Government CA and President of the League of Women in Government. She has a Bachelor’s degree from Central Michigan University and a Master of Public Administration degree from California State University.
Welcome
Thank you, ICMA-RC

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Outreach Partners

- Connect.Communicate.Educate
- ELGL Local Government Leaders
- CAMA ACAM Administrative Excellence | L'art de diriger
- IHN International Hispanic Network
- League of Women in Government
- WLG Women Leading Government
- NFPA National Forum for Black Public Administrators
  Achieving Excellence since 1983
Overview of Session

**Webinar topics:**
1. What are best practices to attract a diverse workforce to serve your community?
2. What’s changing in the work of local government and how people want to work?
3. What are agencies doing to engage employees in fresh and effective ways?
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- **Elizabeth Tolzmann**, Assistant City Manager, Bloomington, MN
- **Pam Antil**, Assistant City Administrator, Santa Barbara, CA
- Don Maruska, Director, ICMA Coaching Program

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

How many people are listening on your line?
Start with **Yourself**

*Lessons in Leadership*

By Beth Taska
What is a leader?

A person who creates a future for another that wouldn’t have otherwise existed.
What is different with leadership in private and public functions?
What is the largest differentiator for a public or private entity?

People and the discretionary effort they will or will not give
What’s the **ONE** thing you can do this week such that by doing it, everything else would be easier or unnecessary?

- “The One Thing”
How You Lead Will Determine Who You Can and Will Effectively Hire

Integrity: Do what you say you are going to do

Committed to Something Bigger Than Yourself

Authenticity

Being 100% Responsible
A Way of Being

Interviewing

**Heart:** What have you learned from one parent?

**Head:** Expand on this lesson--how have they used this in their life?

**Soul:** What is their short personal story of how they overcame adversity?
Beth Taska has worked in heading up the people function for major US companies – developing, coaching and mentoring, cultures and leaders. She has presented at conferences, consulted for many companies and has written numerous articles in regards to the inherent power in leadership as a way of being.

Want to learn more? Connect on FaceBook or her website BethTaska.com. Check out amazon.com and other venues for her new book Start With Yourself--Lessons in Leadership.
Special Offer....

If you want a free copy of one of Beth's experiential training curriculum with presenter notes, send her an email at bethtaska1@gmail.com
Polling Question #2

What areas of leadership would be most valuable to project more strongly to attract the best talent for your agency?
WHY IS IT IMPORTANT TO ATTRACT AND RETAIN A DYNAMIC WORKFORCE?

WHAT ARE SOME OF THE BARRIERS TO ATTRACTING A DIVERSE WORKFORCE?

WHAT ARE SOME EXAMPLE STRATEGIES TO ATTRACT A DIVERSE WORKFORCE?

Elizabeth Tolzmann, Assistant City Manager, Bloomington, MN
Why is it important to attract and retain a dynamic workforce?

A good hockey player plays where the puck is.

A GREAT hockey player plays where the puck is going to be.
2030 Percent People of Color by County

- Less than 40% People of Color
- "Tipping Point" Counties: 40% to 50% People of Color
- Greater than 50% People of Color

Sources: Woods & Poole Economics projections data (adjusted using the 2010 Census), Census TIGER/Line, NHGIS, and ESRI.

PolicyLink USC Program for Environmental & Regional Equity

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<tbody>
<tr>
<td>Work Ethic</td>
<td>Respect authority, Hard work, Age = seniority, Company first</td>
<td>Workaholics, desire quality, question authority</td>
<td>Eliminate the task, Self-reliant Want structure and direction, Skeptical</td>
<td>What’s next, Multitasking, Tenacity, Entrepreneurial</td>
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<td>Work is...</td>
<td>An obligation</td>
<td>An exciting adventure</td>
<td>A difficult challenge, A contract</td>
<td>A means to an end</td>
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<td>Leadership Style</td>
<td>Directive, Command and control</td>
<td>Quality</td>
<td>Everyone is the same, Challenge others, Ask why</td>
<td>Remains to be seen</td>
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<td>Communication</td>
<td>Formal Memo</td>
<td>In person</td>
<td>Direct, Immediate</td>
<td>Email, Voice mail</td>
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<tr>
<td>Rewards &amp; Feedback</td>
<td>No news is good news, Satisfaction in a job well done</td>
<td>Money, Title Recognition, Give me something to put on the wall</td>
<td>Sorry to interrupt, but how am I doing? Freedom is the best reward</td>
<td>Whenever I want it, at the push of a button, Meaningful work</td>
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<td>Motivated By</td>
<td>Being respected</td>
<td>Being valued and needed</td>
<td>Freedom and removal of rules</td>
<td>Working with other bright people</td>
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<td>Work/Life Balance</td>
<td>Keep them separate</td>
<td>No balance “Live to work”</td>
<td>Balance “Work to live”</td>
<td>Balance – it’s 5pm – I’ve got another gig</td>
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<tr>
<td>Technology is...</td>
<td>Hoover dam</td>
<td>The microwave</td>
<td>What you can hold in your hand: PDA, cell</td>
<td>Ethereal - intangible</td>
</tr>
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</table>
THE GREAT DIVIDE

WORKPLACE PERCEPTIONS THAT MILLENNIALS NEED TO RISE ABOVE

HOW MILLENNIALS DESCRIBE THEMSELVES

- People-savvy: 65%
- Tech-savvy: 35%
- Loyal to their employers: 82%
- Fun-loving: 14%
- Hard working: 86%

HOW HR PROFESSIONALS DESCRIBE MILLENNIALS

- People-savvy: 14%
- Tech-savvy: 86%
- Loyal to their employers: 39%
- Fun-loving: 11%
- Hard working: 86%

Source: A Beyond.com survey of 6,361 job seekers and veteran HR professionals, from April 12 - May 9, 2013.
Barriers to attracting a diverse workforce
BARRIERS TO ATTRACTING A DYNAMIC WORKFORCE

- Job posting/description
- Recruitment/Marketing
- Application Process
- Inside Access
- Scoring Process
- Interview Panels
- Interview questions
- Onboarding
- Supervisor Training and Support
JOBS POSTINGS
The Structure and Anatomy of the Best Job Posting

Candidates spend an average of 49.7 seconds reading a questionable job description, and nearly 77 seconds considering a promising posting. **It is imperative for employers to make a positive impression quickly.**

1. Job titles with recognizable terms. Use a title that will rank high in search results.

2. A company that values its employees

3. Marketing ninja

4. Geek guru

5. Operational wizard

6. Financial wizard

7. Client relations rockstar
Are minimum qualifications really the “minimum?”

Highlight the “culture”

Add inclusive language such as “Experience working with diverse communities” or “Fluency in Spanish, Hmong or Somali”
Recruitment/Marketing

- Government or Company Website
- League of MN Cities
- Other Government Sites/Networks
- Local Newspaper
- Social Media, Linked In
- Professional networks outside of government
- Colleges/Universities
- Career Pathways, non-profits
- Directly into under-represented communities
- Word of mouth, Emails, Referrals, your OWN employees!!!!
Polling Question #3

What would help your agency recruit a broad range of candidates?
# Overall Balanced Hiring Scorecard

**Category:** YELLOW  
**Summary:** Average candidate

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>REVIEWERS</th>
<th>FACTOR AVG</th>
<th>WEIGHT</th>
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<tr>
<td></td>
<td>Gene Roberts</td>
<td>Greg Walters</td>
<td>Patti Robinson</td>
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<td>Resume</td>
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<tr>
<td>HR Interview</td>
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<td>91</td>
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<td>Hiring Manager Interview</td>
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<tr>
<td>Self-Assessment</td>
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</tr>
<tr>
<td>References</td>
<td>N/A</td>
<td>30</td>
<td>64</td>
</tr>
</tbody>
</table>
Use an interview panel to allow for different perspectives in the assessment of the candidates.

“Groups make better decisions than individuals.”

#BiasFreeHiring
Workshop Question: What are the qualities and skills of a job candidate that are desirable to hiring supervisors, managers, and by the residents we serve.

Key Differences
- Concrete and specific
- About organization rather than personal
- More focused & relevant to position
- To vague
- Better question leads to better answer
- Not relevant to job
- Age bias

Key: S/ – Skill
Q/ – Quality
* – Special emphasis
AFFINITY BIAS

The United States of College Football
AFFECTIVE OR STEREOTYPE BIAS

- Trimmed Haircut
- Clean Shaved
- Warm Smile
- Feel Of Confidence
- Formal Dress
- Firm Handshake
- Correct Body Posture
CONFIRMATION BIAS
CULTURE NOISE BIAS
STRATEGIES TO ATTRACT A DIVERSE WORKFORCE

- Suburban Law Enforcement Trainee Program
- Partner with non-profits to train and produce a diverse applicant pool
- College and Career Pathways Program with community stakeholders
MINIMUM QUALIFICATIONS:

• No previous police experience is required
• 2 or 4 year degree from a regionally accredited institution in any discipline by 12/31/16
• US Citizen
• Valid driver's license, or eligibility to obtain
• No felony convictions
• Must NOT have already completed a MN Skills program or taken the MN POST exam

DESIRED QUALIFICATIONS:

• Ability to fluently speak and proficiently read and write a non-English language (in addition to English).
• Translator certification
• Experience living or working with non-white populations
• We seek individuals who will assist us in serving our very diverse communities. Priority will be given to candidates who have diversity skills and knowledge, and community engagement experience that can be applied to police work.
PPL’s work readiness and job training programs at the PPL Learning Center help individuals increase their opportunities for economic advancement. Our integrated services focus on helping each individual overcome their barriers to employment and job retention – our staff work with participants through each phase of the training, job search, application and interview process.

**PPL EMPLOYMENT TRAINING OFFERS**

*Located at the PPL Learning Center*

- **Train to Work**: short-term banking and healthcare training.
- **Career Pathways**: sector-based training and certificate earning programs.

84% of those placed in jobs retained their employment for 12 months or more.
Employers are looking for, and tips on how to write a resume, interview, and meet workplace expectations.

Attend our Learning Center Information Sessions, held at 9 a.m. every Monday at the PPL Learning Center (1925 Chicago Avenue in Minneapolis), to get started.

TRAIN TO WORK PROGRAMS INCLUDE:

- **Banking** Three-week course focusing on customer service that prepares you for banking positions such as teller or personal banker. In-class opportunities to learn banking terminology and to interact with managers and recruiters from various local banks; possible opportunity for first interview with local bank upon successful completion.

- **Certified Nursing Assistant** Designed for CNA’s that are currently certified in Minnesota and have experience working in their respective certified field. This five-week class improves your skills, such as computer knowledge and understanding medical terminology/electronic health records, to increase your opportunities for career advancement. Two-week internship provided.

- **Healthcare Clerical** In this five-week class, you will learn employment skills, medical terminology/electronic health records, computer/office training, etc. A few examples of jobs accepted by past graduates include: hospital call center operator, patient registrar, and customer service representative. Two-week internship provided.

- **Office Specialist** This 6-week training focuses on further developing your administrative skills and attributes to help you land a position as a Hennepin County Office Specialist. Includes 2 weeks of job shadowing at Hennepin County, providing you with hands-on experience in the Office Specialist role.

CAREER PATHWAYS PROGRAMS INCLUDE:

- **Building Operations Technician** Hands-on training for the repair and upkeep of heating, cooling, plumbing, and electrical systems in local office buildings and facilities.

- **Healthcare Plus** Specialty training advances your skills to support nurses providing patient care.

- **Human Services** Program offers computer and professional skills for a career helping others as a human services representative.

- **Public Sector Office Administration** Builds customer service and office skills to support coworkers and business services.
Steering Committee

- Businesses Chamber of Commerce
- School District District 271 Career & College Academy
- Colleges and Universities
- Government City of Bloomington Hennepin County
- Community United Way
EMPLOYEE ENGAGEMENT SURVEY RESULTS THEMES:

- Performance Reviews
- Rewards and Recognition
- Supervisor Training and Development
- Compensation and Promotional Opportunities
- Professional Development and Training
- Hygiene Factors
- Communication
- Onboarding
- Benefits
- Discretionary Time
- Leveraging strengths, talents and skills
- Compensation and Promotional Opportunities
EMPLOYEE ENGAGEMENT SURVEY RESULTS

THEMES:

“What motivates you as a City of Bloomington employee?”
1. Helping others/making a difference
2. Paycheck
3. Coworkers
4. Recognition/Reward
5. Own self
6. The work
7. Challenge

“What can the City of Bloomington do to keep you satisfied as an employee?”
1. Recognition/Reward
2. Tools to do the job
3. Pay
4. Flexibility
5. Communication
6. Benefits
7. Improved Management and Leadership
Polling Question #4

What would help your agency retain desired employees effectively?
Attracting & Retaining a Dynamic Workforce
The Business Case for Gender Balance in Organizations

Pamela Antil, Assistant City Administrator, Santa Barbara, CA and President, League of Women in Government
What Does the Data Show?

• 3404 City/County CAO’s/15.7% are women
• 1093 City/County Assistant CAO’s/37% are women
• Missing Data – Over 20k Municipalities in U.S.

*ICMA Data/October 2016 – ICMA.org*
WHAT IF I TOLD YOU
NO ONE CARES.
YOUR Takeaways Today:

• Diversity is *not an imposition*, it’s *an advantage*.
• Inclusion is *not a problem*, it’s *a solution*.
• Working together is more than a good idea, *it’s essential to individual and organizational success*. 
Why Should We Care?

- Women make up over 50% of people seeking MPA/MPP degrees
- Women still hold over 50% of state and local jobs
- Inclusivity in organizations is good
- Diversity in organizations is good
- Fairness and equity are good
Reasons Why Gender Balance Matters:

- Increased engagement
- Improved decision making
- Decreased turnover
- Easier recruitment
- Positive generational impact
When Are We “Balanced?”

- Optimal Gender Mix: 50/50 Ratio
- Critical Mass: 30-38% Women

*2010 London School of Business Gender Equity Study*
Benefits When Woman is CAO:

• Crucial for setting the tone in the organization overall
• Less stereotyping of women and men in organization
• Less sexual harassment claims – even when women are represented in other management positions
• Better decision making
• Higher workplace satisfaction
• More inclusive overall regarding diversity beyond gender – race, ethnicity, etc.
“Young girls need to see role models in whatever careers they may choose, just so they can picture themselves doing those jobs someday.

You can’t be what you can’t see.”
What stands in the way of inclusion?

• Personal biases (and we all have them!)
• Personal values and experiences (our internal memory chip)
• Organizational biases (they exist)
• Emotions (both during and after recruitment of CAO)
• Influence of others
What YOU can do TODAY:

- Understand the economic potential of gender equality
- Programming to help women develop skills and organizations to counteract bias
- Help employees identify and interrupt biases in the workplace that disadvantage women
  - “Blind” resume processing
  - Challenge recruiters for balanced pool of candidates
  - Be aware of gender bias in conversation (e.g., that’s ACTUALLY a good idea)
What YOU can do TODAY:

• Help managers promote gender equality in the workplace
• Do what you can to retain talented women
• Peer learning and mentoring programs
• Develop a workplace that rejects stereotypes and taps EVERYONE’S potential

*2015 McKinsey/LeanIn.org Women in the Workplace Study*
What YOU Can Do TODAY:

- Talk to women in YOUR OWN organization and ask them about biases within the organization
- Join *League of Women in Government – It’s FREE*
  - Online content
  - Webinars
  - Learning & Networking Opportunities
- Register for our *ICMA + League Symposium* – October 21, 2017 in San Antonio, TX
More Information:

www.LeagueOfWomenInGovernment.org

Info@LeagueOfWomenInGovernment.org

Pantil@SantaBarbaraCA.Gov
Polling Question #5

What would you like to do in your agency to enhance diversity and inclusion?
More Resources and Feedback

• Read: “Shifting to a next Generation Workplace” in January/February 2017 edition of Public Management

• Go to “Agenda & Archives” tab under “Webinars” at web site for a recording of this webinar (available in 24 hours) and other professional development resources.
  http://icma.org/coaching

• Subscribe to “ICMA Coaching” at http://icma.org/coachinglist to receive latest updates about the ICMA Coaching Program.

• Please complete the follow up survey and offer your ideas for future topics and services.
presentation materials are in Agenda packet at
[http://icma.org/coachingwebinars](http://icma.org/coachingwebinars) — note: you can use your browser to save and/or print items from the Agenda packet

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ICMA Coaching Program: Thrive in Local Government

New resources added! * 1-1 Coaching * Talent Development. Click on those services below to see video clips and tools that you can use for yourself and with your colleagues.

Key Services to Thrive in Local Government

The ICMA Coaching Program delivers a suite of complimentary services to help you grow and enjoy your career. ICMA membership is not required to access any of these services thanks to our sponsors!

- **6 live webinars per year** spotlighting best practices on key topics from local government professionals throughout the U.S. -- invite your whole team to participate. *2017 Coaching Webinar Flyer.*

- **Digital agendas and archives** with video recordings and extensive presentation materials and examples from dozens of sessions available in a convenient online library--delivering you "professional development in a box"--when you want it and where you want it.

- **1-1 Coaching resources** to provide personalized support.

- **Talent Development resources** to make greater use of your talent and have fun doing it.

- **Speed Coaching session at the ICMA Annual Conference** and templates for use at local level -- expand your networks.

- **Career stories of ICMA leaders** and rising stars offering career insights and tips.

- **Career Compass columns** that address critical career issues.

http://icma.org/coaching
1-1 Coaching Resources -- new

Video guide

Being a Great Coach and a Winning Player
1-1 Coaching Resources -- new

Talent Catalyst Conversation – outline

Topic: [What topic would you like to discuss?]

Confidentiality?
Brief Background about the Player: [What’s useful to know about you for this conversation?]

Enliven Your Hopes
Step 1: Connect with Your Hopes

What are your hopes about the topic you’ve chosen for this Conversation?

Why are your hopes important to you?

Step 2: Consider Your Concerns

What’s standing between you and realizing your hopes?

Which of your concerns seems most important to address now so that you can make progress toward your hopes?

Step 3: Tap Your Success Stories

How have you successfully dealt with concerns like these before?

What did you learn from the situation that might help you now?
1-1 Coaching Resources -- new

live, unrehearsed illustration

Talent Catalyst Conversation -- watch coaching in action
Talent Development

Would you like to make greater use of your talent and have fun doing it? Here are resources you can use on your own, with a coach, or across your organization. Create a culture of talent development in the profession.

DID YOU KNOW THAT 30 TO 40% OF TALENT LIES UNTAPPED?

Surveys of hundreds of local government professionals show that even in strong organizations there’s more that people could be contributing. You probably have many ways in which you’d like to grow or develop to advance in your career or keep what you are doing fresh and engaging. Or, perhaps, your opportunities and workload are already overwhelming. There are tools to help you not just survive but thrive.

TAP KEYS TO UNLOCK THE GREATNESS IN YOURSELF AND OTHERS

In their book, *Take Charge of Your Talent: Three Keys to Thriving in Your Career, Organization, and Life*, Don Maruska and Jay Perry describe how everyone can make greater use of their talent and boost their job satisfaction as well. In the following videos, Don Maruska, MBA, JD, Master Certified Coach, and Director of the ICMA Coaching Program, briefly describes the keys and provides real-life examples of how they have made a positive difference for local government professionals and the organizations they serve. If you want to jump to a particular insight or resource, click on “Watch on YouTube” mode, which will give you access to an index of topics by time in the YouTube description. Click on the time segment for what you’d like to see.

To assist you in creating a rewarding new chapter in your talent story, Don has provided a downloadable copy of the *Take Charge of Your Talent Participant Guide* - ICMA special edition that’s complimentary for participants in the ICMA Coaching Program. The Guide is set up so that you can print it out or use it as an interactive PDF that you can fill in electronically as you go along. Even better, share your guide with a coach and benefit from a catalyst for your growth.

Complimentary, downloadable Guide
Take Charge of Your Talent -- new

practical tools

Take Charge of Your Talent -- Key #2: Accelerate through Obstacles
Polling Question #6

How was the webinar of value for you and your agency?
Contacts for today’s session

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Register now for upcoming webinars

**Being a Great Coach and a Winning Player in Your Organization**
free webinar
11:00 a.m. - 12:30 p.m. Pacific Time (2-3:30 p.m. ET), Wednesday, April 19

**Best Practices in Citizen/Customer Service**
free webinar
10:00 a.m. - 11:30 a.m. Pacific Time (1-2:30 p.m. ET), Thursday, May 11

Register for all webinars at [http://icma.org/coachingwebinars](http://icma.org/coachingwebinars).
Interviewing Deconstructed

Dear Friends,

Every day, we meet people, and we want to know them, connect with them, understand who they are and discern if we want more time with them or not.

This is interviewing.

Traditionally, an interview is a series of predetermined questions created by the interviewee and asked in the manner of an oral exam of someone with lower positional power, namely a job seeker. Good hiring techniques included taking lots of notes and being ever mindful to stay away from anything too personal. In the last decade or two, we evolved to behavioral-based interviewing, which promised a new and improved methodology of hiring the right person by asking them to give real, concrete, measurable examples of the skills or traits we were looking for.

Alas, both methods are flawed.

In his book, “Blink,” Malcom Gladwell showed that we pretty much make up our minds whether to hire or not to hire in the first 90 seconds of an interview. And then we spend the remaining 58.5 minutes proving to ourselves we were right.

Clearly, to improve our interviewing techniques, we need to first look at our biases and deliberately work on keeping an open mind because, as Malcom also showed, our first judgments are often not as correct as we might think.

The efficacy in the interview structure itself has proven wobbly at best for this simple reason: In interviews, all we’re typically doing is evaluating a person’s ability to be interviewed. If the applicant’s work responsibility will solely be comprised of answering a series of set interview questions, then standard or behavioral-based questions are spot on. Yet, on how many job descriptions have you seen “strong ability to answer rather predicable questions” as a requirement?

Generally what is valued when hiring is an applicant’s ability to lead/influence and solve problems. In order to assess this in a rather finite amount of time, what is one to do? I propose the following:

1. Have an experiential interaction.
2. Head right into personal dialogue.
To start with the latter, if we want to discern our proclivity to work effectively together, we need to understand what makes this person tick. How do they respond to various pressures? What gives them energy? What do they value most? How does this show up in their life?

The best way to know another is to start with their heart, move to their head and end with their soul. Next time you have to interview someone, try this:

- **Heart**: Ask your person what they learned from one of their parents. Now this is not a typical interview question. Very little pre-rehearsing could be done. Share a lesson from your own parent. This is a dialogue—an exercise in curiosity, a relationship—it should not be one-sided.
- **Head**: Ask them to expand on this lesson, and how it has played out for them in their work life.
- **Soul**: Ask for a short personal story from them that shows how they overcame adversity.

Make the interview more experiential. If the job requires writing, give them a writing assignment. If the work is about selling, have them sell—really sell—to you, not tell you about their selling skills. If the position requires strategic thinking, give them the opportunity to evaluate a component of your business and report back. If the person will need to present, bring people in and have the applicant present to them. Right there, right then, this is the interview. The closer you can evaluate what they will do in the interview, then you will know better their future behavior.

Don’t probe into a person’s personal life, but don’t shut it down when presented in an interview. I look mostly for passion, commitment and versatility in the face of adversity in candidates. Often this shows up in people’s non-work lives. I once interviewed a person for 90 minutes in a coffee shop. He spoke passionately about what was most important to him. At the end, I thanked him, and he asked when the interview would be. He thought we had just been chatting the whole time. We were.

He got the job.

Beth

“Today you are You, that is truer than true. There is no one alive who is Youer than You.”—Dr. Seuss
Polling Results from “Attracting and Retaining a Dynamic Workforce” – webinar

March 29, 2017

453 locations; 1177 estimated participants in live audience

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<thead>
<tr>
<th>Question</th>
<th>Percentage</th>
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<tr>
<td>How many people are listening on your line?</td>
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<tr>
<td>72% 1 -- just myself</td>
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<td>18% 2-5</td>
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<td>5% 6-10</td>
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<td>4% 11-20</td>
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<td>1% 21 or more -- please send number using Question on webinar</td>
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<td>What areas of leadership would be most valuable to project more strongly to attract the best talent for your agency?</td>
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<td>70% Integrity: doing what we say we are going to do</td>
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<td>62% Committed to something bigger than ourselves</td>
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<td>55% Authenticity</td>
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<td>47% Being 100% responsible</td>
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<td>1% Other (send via &quot;Question&quot; function)</td>
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<td>What would help your agency recruit a broad range of candidates?</td>
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<td>60% Social media, LinkedIn</td>
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<td>55% Professional networks outside of government</td>
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<td>33% Career Pathways or comparable non-profits</td>
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<td>42% Outreach directly into under-represented communities</td>
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<td>63% Word of mouth, emails, referrals, your own employees</td>
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<td>What would help your agency retain desired employees effectively?</td>
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<td>59% Recognition/reward</td>
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<td>56% Tools to do the job</td>
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<td>66% Pay and/or benefits</td>
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<td>68% Flexibility</td>
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<td>60% Communication</td>
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<td>What would you like to do in your agency to enhance diversity and inclusion?</td>
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<td>46% Offer programs to help women with skills to counteract bias</td>
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<td>70% Help employees identify and interrupt workplace biases</td>
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<td>73% Support peer learning and mentoring programs</td>
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<td>43% Talk with women and minorities in your agency to ID biases</td>
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<td>55% Join organizations, attend learning and networking events</td>
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<td>How was this webinar of value to you and your agency? (check all that apply)</td>
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<td>52% Understanding the important role of leadership</td>
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<td>75% Identifying ways to recruit a broader range of candidates</td>
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<td>66% Seeing examples of attraction and retention programs</td>
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<td>48% Motivating you and your agency to take action</td>
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<td>55% Learning about resources to support your agency’s success</td>
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