“What Would You Do?” -- interactive webinar

Cal-ICMA Coaching Program

Case Studies, Team Responses, and Audience Polling

2 – 3:30 p.m. PT, Thurs., Nov. 4

*** Advance registration required for this no-charge webinar:
https://www1.gotomeeting.com/register/509565912

Match your wits with teams of up and comers and seasoned leaders as they grapple with key issues confronting local government professionals.

Topics:
* Addressing Challenges to Employee Compensation
* Attracting and Encouraging the Right People to Join Local Government

Teams will describe how they’d handle each of these issues. [Details on the cases follow these notes.] Then, audience members will have opportunities to add their ideas and evaluate the approaches.

We’ll be using webinar tools (including real-time comments and live polling) to make this a great opportunity for audience interaction.

Listen on your own or, better yet, pull together a group to discuss and define the approaches that you think would serve your organization best. Many agencies are organizing groups to participate in the sessions (live or recorded) and discuss the topics. 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.

There is no charge to participate in the webinar, but callers will bear the costs charged by their carriers to reach the conference number. Alternatively, you can listen via live audio on the web [powered by Granicus] at the "Live Audio and Archives" tab of www.cal-icma.org/coaching.

The Cal-ICMA Coaching Program receives funding through the generosity of:
ICMA, California City Management Foundation, Municipal Management Association of Northern California, Municipal Management Association of Southern California, the County Administrative Officers Association of California, California Communities Joint Powers Authority, California Redevelopment Association, Bob Murray & Associates, CPS Human Resource Services, Granicus, Pacific Gas and Electric Company, Piper Jaffray, the Public Agency Retirement Services, Keenan & Associates, Personnel and Employee Relations Department, Davenport Institute of Pepperdine University, Aon, Brown & Brown Insurance, CorVel, NATA, and County Personnel Administrators Assn. of California.

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. These include recordings of past sessions
(including a free subscription to podcasts), the expanded "Dear eCoach" offering (that invites you to ask questions anonymously--check out some of the hot topics), expanded One-to-One Coaching opportunities, and complimentary, confidential management style profile reports to be more effective and fulfilled in your work.

SIGN UP FOR FREE NEWSLETTER--Subscribe to the Cal-ICMA Coaching Program email list to receive updates on events and the availability of recorded sessions. Go to www.cal-icma.org/coachingList.

Enjoy the resources and support to thrive in local government.

Don Maruska, Master Certified Coach
Director, Cal-ICMA Coaching Program
See "Coaching Corner" at http://www.cal-icma.org/coaching

Case Studies

Addressing Challenges to Employee Compensation

Situation: You're in a middle-income community suffering from persistent unemployment over 12%. Citizens facing potential cuts in services and increases in fees to balance the local government budget are angry. A business group has called for a study to benchmark local government jobs against private sector standards to compare compensation and benefits. Others advocate contracting out major segments of local government services to lower cost providers. With the Bell crisis, the local newspaper has focused on your compensation package. While elected officials acknowledge their role in approving pay packages, they want you to respond and find a path to address growing public unrest.

Tasks:
1. How do you address the compensation issues? What can you do to deal with the mix of interests: your personal financial situation, support for your staff, and your responsibility to the agency your serve?
2. What innovative ideas might you offer to resolve this issue?

Attracting and Encouraging the Right People to Join Local Government

Situation: Many of the best and the brightest people coming out of graduate programs or already in the economy don't know about or consider employment in local government. With cutbacks in local budgets and scrutiny of compensation, even more people question this career path. Your alma mater has asked you to serve on a panel discussion with executives from other industries to discuss career opportunities.

Tasks:
1. Why should talented people consider a career in local government?
2. Who's a good fit for local government (and who's not)? What skills, style, and interests do you need to succeed?
What Would You Do?

Cal-ICMA
California Consortium
A State Affiliate of ICMA

Coaching Program
November 4, 2010
Coaching Program: 7th year

Preparing the Next Generation Committee

<table>
<thead>
<tr>
<th>CA City Mgmt. Foundation</th>
<th>CA Communities Joint Powers Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPS Human Resources</td>
<td>Municipal Mgmt. Assn. of S. CA</td>
</tr>
<tr>
<td>Int’l City/County Mgmt. Assn.</td>
<td>Municipal Mgmt. Assn. of N. CA</td>
</tr>
<tr>
<td>Bob Murray &amp; Associates</td>
<td>Public Agency Retirement Services</td>
</tr>
<tr>
<td>County Administrative Officers Assn.</td>
<td>California Redevelopment Assn.</td>
</tr>
<tr>
<td>Pacific Gas and Electric Company</td>
<td>Piper Jaffray</td>
</tr>
<tr>
<td>Granicus</td>
<td>Keenan &amp; Associates</td>
</tr>
<tr>
<td>Personnel &amp; Employee Rels. Dept.</td>
<td>Davenport Institute, Pepperdine Univ.</td>
</tr>
<tr>
<td>AON</td>
<td>Brown &amp; Brown Insurance</td>
</tr>
<tr>
<td>CORVEL</td>
<td>NATA</td>
</tr>
<tr>
<td>County Personnel Administrators Assn. of California</td>
<td></td>
</tr>
</tbody>
</table>
Solving Tough Issues – Key Cases

- Employee Compensation
- Attracting Talent
1. Outline of Case
2. Presentation from Team
3. Questions & Comments from Commentators
   – Clarifications
   – What worked well
   – What could be strengthened
4. Questions & Comments from Viewers (send in via webinar)
5. Audience Feedback (polling)
6. Take Away Points from Commentators
   -- Suggestions for handling situations like this
Employee Compensation

Situation: You're in a middle-income community suffering from persistent unemployment over 12%. Citizens facing potential cuts in services and increases in fees to balance the local government budget are angry. A business group has called for a study to benchmark local government jobs against private sector standards to compare compensation and benefits. Others advocate contracting out major segments of local government services to lower cost providers. With the Bell crisis, the local newspaper has focused on your compensation package. While elected officials acknowledge their role in approving pay packages, they want you to respond and find a path to address growing public unrest.

Tasks:
1. How do you address the compensation issues? What can you do to deal with the mix of interests: your personal financial situation, support for your staff, and your responsibility to the agency you serve?
2. What innovative ideas might you offer to resolve this issue?
Cal–ICMA Coaching
"What Would You Do?"

Kristen Elderson & Dan Weinheimer
City of San Marcos
MMASC
November 4, 2010
Addressing Challenges to Employee Compensation

- Middle-income community
- Persistent unemployment over 12%
- Potential service cuts & fee increases
- Calls to benchmark gov’t jobs vs. private
- Calls for contracting out to lower cost providers
- Bell focused newspaper on compensation package
Civic Engagement Plan

- City Council/Mayor talk with media
  - They approve overall compensation
  - Inappropriate for Manager to justify own package

- Reasoned salary structure and process

- Explain Collective Bargaining
  - Staff costs are primary city budget liability
  - Rigidity of contracts
  - Negotiated in good faith with employee groups
  - Used economic forecasts and city budget to plan
Civic Engagement Plan

- Utilize free media
  - City website
  - Social media/alternative outlets
  - Public meetings
  - Council meetings

- Accountable and Transparent Government
  - Provide staff salaries publicly
  - Transparent budgeting
  - Transparent MOUs
  - Post and explain Class and Comp studies
Address Manager’s Compensation

- “Would we do it differently?”
  - No Bell salaries here!
- Explain compensation package
- Support with facts
  - Tenure
  - Experience
  - Class & Comp
  - Benchmarking
  - Annual performance appraisals
  - Reflective of city budget
City Staffing Standards

- Seek to attract and retain top talent
  - Better staff = better service

- Tenure in roles and jobs an asset
  - Longevity comes at a cost

- Well educated staff
  - Education correlates to ideas

- Deliver on community expectations
  - “White glove” service

- Compensation as succession planning
  - Useful to retain city’s next generation
Talking Points

- Service Levels
  - Less service or No service
- Take swift action when necessary
- Can we do it better?
  - Timely factual information for decision-making
  - Annual benchmarking
  - Contract out when makes sense
- Benchmarking
  - Eval all programs to ensure they satisfy need
  - Comparable staffing levels relative to other cities
The rub

- California state budget deficit
  - State takes of city revenue
  - Unpredictability
- Ballot box budgeting
  - Restricted allocation of revenue
- Difficult choices require analytic tools
  - Public has key input in formulating annual budget
  - Citizen survey
  - Benchmarking program
  - Quality evaluation
Salary Leadership

- Always think of “city team”
- Consider employee morale
- No raises for manager, executive team
- Manager gives back % of salary in tough times
- Accept equal share of budget cutting pain
- Suspend any special compensation programs
PERS

- Benefit not entitlement
- Delayed vs. immediate compensation
  - Lower government vs. private salaries
- Institute two-tiered retirement
  - Limit city retiree obligations
Civic Engagement

- Citizen Academy
  - Explain budget
    - Constraints
- Public Workshops
  - Budget
  - MOUs
- Commissions
  - Budget oversight
Innovation

- **Salary structure as nutrition analysis**
  - Clearly itemize benefit packages
    - Provide dollar amount equivalent
  - Explain cost of all benefits to employees
  - Explain source of salary = taxpayers
  - Instill pride in employees and service mentality
  - Encourage employee ambassadors

- **Open budget information**
    - Live tracking option
Innovation

- Zero based budgeting
  - Limit departmental fiefdom mentality
  - Budget based on what we have
  - Save, save, save

- Entrepreneurial Spirit
  - Some areas where business mentality IS possible
  - Seek a return on public funds when possible
Employee Compensation

Commentators

Terri Cassidy, HR Director, Newport Beach
Donna Vaillancourt, HR Director, County of San Mateo
Questions & Comments

- Questions & Comments from Commentators
  - Clarifications
  - What worked well
  - What could be strengthened
- Questions & Comments from Viewers (send in via webinar)
- Audience Feedback (polling)
- Take Away Points from Commentators
  - Suggestions for handling situations like this
Attracting Talent

Situation: Many of the best and the brightest people coming out of graduate programs or already in the economy don't know about or consider employment in local government. With cutbacks in local budgets and scrutiny of compensation, even more people question this career path. Your alma mater has asked you to serve on a panel discussion with executives from other industries to discuss career opportunities.

Tasks:
1. Why should talented people consider a career in local government?
2. Who's a good fit for local government (and who's not)? What skills, style, and interests do you need to succeed?
Attracting and Encouraging the Right People to Join Local Government

Cal-ICMA Coaching Program 2010

November 4, 2010
Presenters

Jordan Syms
Public Affairs Assistant
Long Beach Airport

Matthew Veeh
Director
Government & Public Affairs
Long Beach Water Department
Agenda

- Municipalities in the Media
- Public Sector Opportunities
- Municipal Fitness Test
- City of Long Beach (CLB) Approach
- Expanded Opportunities
Municipalities in the Media

- City of Bell debacle
- Perceived disconnect from constituents and the community
- Perceived duration of hiring process and value of time in the trenches
- Lack of excitement and flexibility
- Furloughs and budget cuts
Public Sector Opportunities

- Changing environment in which government must conduct business
  - Increasing cost of employees and benefits
  - Public wants to see government shrink
  - Ballot box budgeting means restricted use funds
  - Technological shifts offer new ways to empower residents to self-initiate service
Why Work in the Public Sector?

- Municipalities offer a breadth of experience
  - Local government is where policies become projects; ideas become programs that impact the lives of the people you serve
  - Opportunity to shape the future of your community
  - Understand the way your city, county and state work; be an agent of change
What traits produce the right fit?

- No different than other industries
- Patience
- Interpersonal communication skills
- Flexibility
Who should apply?

- Balanced individuals
  - Idealist: able to maintain your vision and focus on big picture of what your department, organization and community should become
  - Realist: manage your expectations about path and learn from every experience
Be clear about the role you want to play:

- Elected vs. Professional
- Activist vs. Expert
- Analyst vs. Executive
CLB Approach

- **Internship Opportunities**
  - Offer managers flexible ways to avoid civil service and hiring requirements
  - Affordable method to screen young talent
  - May be designed around special projects, but should not be responsible for core functions
Office of Sustainability
- Program employs two interns each semester
- Graduate or undergraduate level
- Unpaid internship
- Provides college credit for service
CLB Approach

- **Management Assistant Program**
  - Four engaging rotations
    - City Manager’s Office, Financial Management Department and others based on municipal priorities
  - Access to executive management
  - High-priority projects
  - Career advancement
Expanded Opportunities

- Municipal Management Fellowships
  - ICMA Management Fellowship
  - City of Phoenix, Arizona
  - City of San Jose, California
  - City of New York, New York
  - City of Chicago, Illinois
Review

- The Public Sector Needs You!
- Be proactive and seek out municipalities that interest you
- Talented individuals are in high demand
- Similar to other sectors: best and brightest offered increasing responsibilities
Attracting Talent
Commentators

Herb Lester, Risk Management Analyst, City of Napa
Nadine Levin, retired Assistant City Manager, Mountain View
Questions & Comments

Questions & Comments from Commentators
- Clarifications
- What worked well
- What could be strengthened

Questions & Comments from Viewers (send in via webinar)

Audience Feedback (polling)

Take Away Points from Commentators
- Suggestions for handling situations like this
Please Provide Your Feedback

- Kindly, respond to the survey for this session.

- Offer your comments, suggestions, and requests for the 2011 Cal-ICMA Coaching Program.

Thank you!
Resources for You

www.cal-icma.org/coaching
Polling Results from Cal-ICMA Coaching Program

“What Would You Do?” – interactive webinar

November 4, 2010

61 locations participating

<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>[CLOSED] How many people are listening on your line?</td>
<td>77% 1 -- just myself, 13% 2-5, 5% 6-10, 0% 11-20, 0% 21 or more</td>
</tr>
<tr>
<td>[CLOSED] How big of an issue is employee compensation in your community?</td>
<td>18% Major topic of concern, 59% Significant topic of concern, 22% Not a big issue, but brewing, 2% Not an issue</td>
</tr>
<tr>
<td>[CLOSED] What feedback do you have for the employee compensation presentation?</td>
<td>11% Excellent—strong analysis and recommendations, we could use, 75% Good—solid approach and workable, 13% OK—basics are there, but needs work to fly in our area, 0% Not workable—we’d need a much different approach</td>
</tr>
<tr>
<td>[CLOSED] How important is attracting people to your organization?</td>
<td>39% Very important, we need key talent, 36% Somewhat important, want to build our bench, 14% Not important now, we don’t need fresh talent at this time, 11% Not an issue</td>
</tr>
<tr>
<td>[CLOSED] What feedback do you have for the talent presentation?</td>
<td>8% Excellent—strong analysis and recommendations, 76% Good—solid approach and workable recommendations, 8% OK—basics are there, but needs work to fly for our needs, 4% Not workable—we’d need a much different approach</td>
</tr>
</tbody>
</table>

Study Terri Cassidy mentioned about public/private sector comp comparisons – Center on Wage And Employment Dynamics – Institute for Research on Labor and Employment (http://irle.berkeley.edu/cwed) “The Truth about Public Employees in California: They are Neither Overpaid nor Overcompensated” by Sylvia Allegretto and Jeffrey Keefe.