Creating a Culture for Cultivating Talent & Results
– Free Webinar

Rescheduled: **Wednesday, June 20, 2018**
10:00 - 11:30 a.m. PT (1:00 - 2:30 p.m. ET)

*** Advance registration required for this webinar ***
https://attendee.gotowebinar.com/register/984779079600659459

**Webinar Topics:**
1. How can you retool your organizational culture and design your workplace for better results?
2. What are practical steps to make your agency better able to attract, grow, and retain talent?
3. What resources are available to support your efforts?

**Presenters:**
* **Charlie Bush**, City Manager, Sequim, WA  
* **Karen Niparko**, Executive Director, Human Resources, City and County of Denver, CO  

**Audience:** leaders at all levels

**Meets Practice** 4. Staff Effectiveness, 7. Strategic Planning, 13. Human Resources Management and Workforce Engagement

**Post-Webinar Discussion Questions:**
Many agencies organize 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. Here are some discussion starters for this session.

a. What areas of our culture and practices need attention and how do we engage our employees in this discussion?
b. What resources would we like to tap to support us?
c. What actions would we like to take?
Biographical Sketches of Presenters

Charlie Bush, City Manager, Sequim, WA

Charlie Bush began serving as the City Manager in Sequim, population 7,280, in August 2015. His previous experience includes working for the cities of Issaquah, Prosser, and Bellevue in Washington and Phoenix and Glendale in Arizona. Bush holds a Master of Public Administration Degree from the Maxwell School of Citizenship and Public Affairs at Syracuse University and a Bachelor of Arts Degree in Political Science from Wittenberg University.

Besides direct service to the City of Sequim, Bush is also a graduate of Leadership ICMA (International City/County Management Association), Leadership Eastside (eastside of Seattle) and the Senior Executive Institute at the University of Virginia. He is a Credentialed Manager through ICMA, a former President of the Washington City/County Management Association (WCMA), and a former President of the Municipal Research Services Center (MRSC) of Washington. He currently serves on the Boards of Directors for MRSC and the Alliance for Innovation. Bush also served two years on the Board of Directors for the Association of Washington Cities and helped to form Washington’s Government Performance Consortium (GPC).

In his spare time, he enjoys the abundance of outdoor activities on the Olympic Peninsula, travel, reading, video games, and spending time with family and friends. Charlie and his partner Jessica live in Sequim with their Australian Shepherd named Shep.

Karen Niparko, Human Resources Executive, City & County of Denver, CO

Karen Niparko is the Executive Director of the Office of Human Resources for the City and County of Denver. She oversees all aspects of the City’s human capital strategy, including talent branding, recruitment, retention, rewards, learning & development, HRIS and analytics/innovation. She sponsors the City’s biennial Employee Engagement Survey and employee top recognition programs. In her role, Karen works closely with the Mayor’s office and City Council on behalf of human capital initiatives. Her team is focused on talent acquisition, increasing employee engagement to retain the best talent, performance excellence and innovation.

Karen holds an MBA from the University of Colorado Leeds School of Business, a BA from the University of Michigan and C-level executive programs at Harvard Kennedy School of Government.

Karen serves on the board of IPMA-HR CO, Denver HeadStart and the Bloomberg/Harvard University City Leadership Initiative. She formerly served as a committee chair of the e-commerce committee of the Colorado Governor’s Strategic Workforce Development Council and chair of INROADS diversity internship programs.
Nat Rojanasathira, Administrative Services Director, Danville, CA

Nat Rojanasathira is the Administrative Services Director for the Town of Danville, California, where he oversees Human Resources, Finance, Information Technology, Economic Development, Public Information and Community Events. He has led employee engagement and leadership development programs for the Town and is a founding member of the Contra Costa Local Government Leadership Academy planning team, which supports 18 cities in Contra Costa County.

In the local government sector since 2003, Nat served the City of Pacific Grove and Monterey County Convention & Visitors Bureau prior to Danville. He has a BA from California State University, Monterey Bay, MPA from the University of San Francisco, and a Certificate in Human Resources Management from San Francisco State University. He is also a graduate of the Local Governance Summer Institute at Stanford University.

Nat is co-chair of the Cal-ICMA Talent Development Team, a statewide effort to engage municipal leaders about talent attraction, retention and development. He is past president of the Municipal Management Association of Northern California (MMANC) and is chair of the Contra Costa County Fire Commission.

Donna Vaillancourt, Director, Human Resources, San Mateo County, CA

Donna Vaillancourt is the Director of the Department of Human Resources with San Mateo County. Donna is passionate about pursuing the Department’s mission to position San Mateo County as an employer of choice and maximize individual and organizational potential. To that end, she has spearheaded new workforce planning efforts, leadership development and wellness programs to attract and retain talent in a dynamic organization consisting of over 5,500 employees. She was honored with the Calpelra “Moving Forward Award” for Innovative Leadership in 2009.

Donna began her career with the County in 1981 after serving overseas for three years in the U.S. Army. She has a BS in Human Resources Management, is a California Credentialed County Senior Executive and a Certified Professional Coach. Donna previously held leadership positions in a variety of departments including Community Services and Public Works.

She has served as a board member for several professional organizations including the County Personnel Administrator’s Association of California, CSAC Institute of Excellence and the California Public Employer and Labor Relations Association.

More Coaching 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.

ICMA Coaching Program Outreach Partners:
CAMA, ELGL, IPMA-HR, League of Women in Government, LGHN, NACA, NFBPA, WLG
2018 ICMA Coaching Program

Creating a Culture for Cultivating Talent & Results

Wed., June 20, 2018
Welcome

Platinum Sponsor: ICMA-RC
Gold Sponsors: ICMA and Cal-ICMA | ICMA State Associations Coaching Sponsors
Thank you, ICMA-RC

The ICMA Coaching Program is made possible by our Platinum sponsor:

www.ICMARC.org
28 State Association Coaching Partners
Outreach Partners

CAMA ACAM
Administrative Excellence | L’art de diriger

CONNECT.COMMUNICATE.EDUCATE

ELGL
LOCAL GOVERNMENT LEADERS

IPMA HR
INTERNATIONAL PUBLIC MANAGEMENT ASSOCIATION for HUMAN RESOURCES

League of Women in Government

LOCAL GOVERNMENT HISPANIC NETWORK
AN AFFILIATE OF ICMA

NACLA
NATIONAL ASSOCIATION OF COUNTY ADMINISTRATORS

NFPA
National Forum for Black Public Administrators
Achieving Excellence since 1983

WLG
Women Leading Government
Overview of Session

Webinar topics:
1. How can you retool your organizational culture and design your workplace for better results?
2. What are practical steps to make your agency better able to attract, grow, and retain talent?
3. What resources are available to support your efforts?

Presenters:
* Charlie Bush, City Manager, Sequim, WA
* Karen Niparko, Executive Director, Human Resources, City and County of Denver, CO
* Nat Rojanasathira, Admin. Services Dir., Danville, CA, and Donna Vaillancourt, Human Resources Dir., San Mateo County, CA, [reporting on Cal-ICMA Talent Development Initiative]

Moderator:
Don Maruska, Master Certified Coach, Director, ICMA Coaching Program
Polling Question #1

How many people are listening on your line?
Sequim, WA

- Population 7,280
- 77 employees
- Location: Washington State’s Olympic Peninsula, northwest of Seattle
- http://www.sequimwa.gov/
- https://www.youtube.com/watch?v=arwF89_rpR8
It Starts With You

• Default to trust
• More than public service
• Bring out the best in others
• Coaching
• Lead by example
• Be humble, open, authentic

My info:
  – Charlie Bush
  – cbush@sequimwa.gov
  – 360-681-3440
Charlie’s Professional Goal Triangle

Improve government through Sequim’s performance

Be active at the state and national levels to bring back new concepts and to impact the field. Continuously develop professional skills. Sustain a gritty focus for improving services to Sequim’s citizens.

Be present
Stay balanced
Be joyful
Reflect
Be humble
Attract the future
Be You

- Individually
- Collectively
- https://www.youtube.com/watch?v=O_MGc-o505A
- https://www.youtube.com/watch?v=AUI0hCdoqSI&list=UU_S2bvNTfk00xtCKy1a9S3g
Goats or a team of veg-e-lan-tees?

veg•e•lan•te

NOUN

A ruminant who takes vegetation eradication into his/her own hooves to dispense frontier justice on the lawless weeds that threaten to overrun our community.
Benefit Others

• Managers are critical
• Caring relationships
• Quarterly conversations
  – Ask questions
  – Build pathways
  – Develop skills
  – Track progress
• David Marquet’s “Mentor/Mentor” from *Turn the Ship Around*
Building Culture is Not Linear
Culture Tools

- High Performance Organization (HPO) Model
  - Leadership Philosophy
  - Clarity about customers
  - Performance management
  - https://sei.coopercenter.org/
  - https://lead.coopercenter.org/

- Lean process improvement
  - http://www.sao.wa.gov/local/Pages/LeanAcademy.aspx
We are a team built upon mutual respect, made up of dedicated individuals who are creative, knowledgeable, trustworthy, self-motivated, and professional.

Our goal is to provide an atmosphere of competence, teamwork, trust, confidence, and respect in which employees can thrive so our community can prosper. We each make significant contributions to enhance and care for our community.

Our work is characterized by small-town friendliness, shared information, continuous learning, and personal responsibility. Empowered, we make decisions where the information is present, where we are competent, and we have clarity. We share credit for success with our team.
Culture Tools

• Facilitators
• Leadership conversations
• Innovation
• Recognize and celebrate success
• Engage your Council
Culture Tools

- Employee engagement, Q12
- Fun
- Fitness
- Food
Coaching, Developing, and Rewarding

• Attracting, growing, and retaining talent
• Succession planning
• Consider the points made in Daniel Pink’s *Drive*
  – Pay people fairly and recognize them
  – Eliminate bonuses
  – Cultivate autonomy, mastery, and purpose
Time Is Always a Challenge

- Relationships, then programs and systems
- Things we want to do more:
  - Supervisory training
  - Succession planning
  - Leadership training
  - Technology training
  - Marketing culture
  - Lean
Succession Planning

- 75% of Senior Management Team since 2014
- Waves in Public Works, Police
- Focus on key positions
- ID potential candidates
- Mentoring by the incumbent
- Videos for knowledge
- Job overlap
Office Design

- Flexible
- Colorful
- Comfortable
- Effective
- Fun
- Idea boards, white boards, etc.
- https://www.ideo.com/blog/13-ways-to-make-your-workspace-more-creative
Attracting Talent

• Market culture and community
• What you do is who you are
• Outreach works
• Candidates interview you
• Stale advertisements
• Make it easy to apply
• Thoughtful selection
• Hire for team skills
Growing Talent

• Tuition reimbursement
• Skill development
• Leverage existing programs
• Career pathways
• Non traditional roles and development
• You may be developing someone else’s future employee
Retaining Talent

• Role flexibility, cross training
• Equipment and training
• Just out of the comfort zone
• Commit to being great
• Honesty
Fabulous Fails/Learnings

- Where you finish
- Calculated risks
- Lip Dub 2
- Connection to mission
- Best friend at work
- Sustaining HR training programs
- 360 feedback with evaluations
- Not everyone wants to have fun
- Sustaining Lean can be difficult
Resources

• Leadership ICMA, https://icma.org/leadership-icma
• Alliance for Innovation – conferences, Innovation Academy, https://www.transformgov.org/
• Jim Collins, Good to Great
• Kim Scott, Radical Candor
Resources

• Angela Duckworth, *Grit*
• Drucker Institute, Claremont Graduate University
• Municipal Research Services Center (MRSC),
  http://mrsc.org/Home.aspx
• Government Performance Consortium,
  http://mrsc.org/getdoc/899fae27-7ee1-472f-955ba0b246f80a9d/Government-Performance-Consortium.aspx
Polling Question #2

In which of the following areas would your organization benefit from improvement?
Developing and Nurturing a Culture of Engagement
The City and County of Denver

Karen Niparko
Executive Director
Office of Human Resources
ICMA Coaching Webinar, May, 2018
City and County of Denver
Denver is known for -
Denver is also known for ......
What we want to be known for --
The Denver Employee Experience
This Great Employee Experience begins with the Candidate Experience
A Great Candidate and Employee Experience
We started with the components of our culture and our processes.
The Candidate Experience
Improve your candidate experience -

Time-to-fill cycle:

85 days

45 days with employee-led innovation

#denverinnovates
1) Communications & Branding

Now is your chance to make a difference in the city that you love.

You love Denver. We’d love to have you.

Do work that matters in the city that you love.
Every employee is a brand ambassador!

#WhereDenverWorks
This email is sent weekly to communicate news, offers and event information to city employees.

**News & Notices**

**Feeling Left Out that You Didn’t Get a Text Message Last Wednesday?**

If you did not receive a text during the city’s network outage last week, it’s likely because your cell phone number has not been added to Workday. View and follow the instructions to add your phone number to the system. Make sure to add your personal phone number for all emergency notifications, including weather delays and closures.

**Fore! Denver Golf is Hiring**

Whether you prefer providing top-notch customer service in the Pro Shop or operating a mower in the early mornings out on a beautiful course, there is a golf job for you at the City and County of Denver. There are job openings in many areas of the golf operation. Flexible schedules seven days a week, golfing privileges and a great work culture are a few of the benefits for working at Denver Golf. These jobs are ideal for those seeking up to 39 hours per week, a flexible schedule and a passion for working in golf!

Apply on the Denver Jobs website (search: GOLF). Share this information with friends and family who may be interested.

**Denver Likes Big Data and We Cannot Lie (and other tech trends you may be interested in)**

The city is implementing some of 2018’s biggest tech trends. Check out Technology Service’s latest article to see how (hint: AI is coming). A Government Perspective: 2018 Technology Trends.
2) Rewards Programs
4 Pillars of Wellbeing

**My Health**
- Feeling well, a healthy diet, maintaining a normal weight, and being physically active
  - Walking routes, encourage stair usage, healthy vending machine options

**My Life**
- Having meaningful relationships, purpose, values, and ethics
  - Employee Assistance Programs (EAPs), stress management, volunteering

**My Money**
- Effectively managing money and planning for the future
  - Retirement planning seminars, budgeting, financial education

**My Career**
- Feeling professionally fulfilled and personally enriched through one’s occupation
  - Employee engagement, individual and team recognition, training
3) Employee and Leadership Development
4) Employee Engagement & Innovation

#DenPeakAcademy and #denverinnovates
Polling Question #3

What areas of activity would improve your agency's candidate/employee experience?
Getting Started

- Understand your baseline – your employee experience, your market, strengths and weaknesses
- Identify areas to be worked on – the low hanging fruit to the complex
- Determine how and who to best work on them
- Include several different perspectives - employees, candidates, the public
- Develop your strategy, plans, measurements and outcomes
- Get started and adjust as needed
- Measure impact and ongoing results for improvement
We are also very pleased to speak with you on the phone if that is most helpful. Just let me know –

karen.niparko@denvergov.org
Thanks very much--
Talent 2.0
ICMA COACHING PROGRAM / MAY 2018
TALENT 2.0:
A Modern Approach to Attracting & Retaining Top Talent in Local Government

Spring 2018 Report

Download Cal-ICMA’s Talent 2.0 Report

icma.org/cal-icma
CHALLENGE N° 1: VACANCIES IN KEY POSITIONS
POACHING ISN’T SUSTAINABLE!
CHALLENGE N° 2: INTERNAL CANDIDATES LACK CORE LEADERSHIP/COMMUNICATION SKILLS
CHALLENGE N°. 3: OUTDATED RECRUITMENT & HIRING
CHALLENGE NO. 4: LACK OF FLEXIBILITY IN:
HOW WE WORK
WHEN WE WORK
WHERE WE WORK
CHALLENGE N° 5: STODGY ORGANIZATIONAL CULTURES
RECOMMENDATIONS
Talent Initiative Program

In late 2016, Cal-ICMA announced the launch of a Talent Initiative to be undertaken by the Cal-ICMA Talent Development Team (formerly known as the Preparing the Next Generation Committee). The purpose of the Talent Initiative is to engage Chief Executives, HR Directors, and emerging leaders of cities, counties and special districts in a conversation about three questions:

1. What are the kinds of talent challenges that confound cities, counties and special districts local governments in California?

2. What obstacles hinder our efforts to address talent challenges?

3. What are the best practices from public and private, culture-building strategies, and other resources so we can better attract, retain and grow talent?

Talent Initiative activities include:

- A survey of City/County Managers, HR Directors and emerging leaders regarding talent development needs.
- Five to seven focus groups with senior management leaders across the state.
- A summary report, including recommendations on how professional organizations can help us address the workforce challenges.
- A website showcasing best practices and other resources,
- Use of resources as part of existing training programs and conferences.

According to Dominic Lazzaretto, City Manager of Arcadia, California, and co-chair of the Talent Initiative, we deal with the big challenges, it is all about talent. We believe that the Talent Initiative will help local governments overcome major workforce challenges so that we can better recruit, retain and develop those who serve California communities.
Resources

Talent 2.0 Report

- Talent 2.0: A Modern Approach to Attracting and Retaining Top Talent in Local Government: Executive Summary
  Read highlights from the Spring 2018 Report, produced by the Cal-ICMA Talent Initiative. The final report will be released in early May 2018.

- Best Practices Compendium: Recruitment, Retention and Organizational Culture
  The Cal-ICMA Talent Initiative gathered dozens of best practices from cities, counties, and special districts throughout the state. In 2018, leaders from the Contra Costa County Local Government Leadership Academy teamed up to produce a database of resources, sortable by topic (recruiting, retention/development, workplace culture, and engaging elected officials). Links to the initiatives and downloadable resources are available in this compendium.

- Talent Development Survey Results Summary
  Read the summary of results from the 2016 survey of local government executives and leaders in California.

Talent Initiative Resources

- Winning the Race for Talent: Winter 2018 Presentation
  Download the presentation delivered at the League of California Cities’ City Managers’ Department Meeting in Newport Beach. (January 2018)

- Ten Ideas to Better Attract, Retain, and Grow Talent
  Download a summary of ten ideas for leaders to start attracting, retaining and growing talent. (February 2018)

- Workforce of Tomorrow Report
  Download a December 2015 report from the Local Government Research Collaborative (LGRC) and Government Excellence (SLGE) on attracting and retaining talent.

- Stay Interview Questions
  Learn more about how to conduct a stay interview.
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N° 1: ACCELERATE THE DEVELOPMENT OF INTERNAL TALENT
MANAGEMENT TALENT EXCHANGE PROGRAM

discovermtep.org
USE INTERIM, ACTING OR ROTATIONAL JOB ASSIGNMENTS
No. 2: MODERNIZE RECRUITMENT & HIRING PRACTICES
Join the County of San Mateo
Join a progressive county. Contribute to innovative programs and services, and make a real difference in the community.

What Makes Working Here So Special

Community Service
Regardless of your role or where you work, you can make a difference. You will have the great opportunity of impacting the future and improving the lives and wellbeing of San Mateo County residents.

Opportunity to Grow
We believe in promoting from within and are committed to creating opportunities to cross train or rotate to challenging and changing work.

A Blended Workforce
Work in full-time, part-time, regular or limited term positions. Start with us as an intern, fellow or volunteer or join us as a contractor.

Employee Engagement
Knowing that employees are our greatest asset, the County of San Mateo conducts an annual employee engagement survey. In 2014, 78% of employees ranked their experience working for the County as "very good/good" and 80% stated that they would recommend the County as a great place to work.

View our Employee Engagement Survey Results
FIND OUT WHY THEY CHOOSE PURPOSE
SIMPLIFY THE HIRING PROCESS

6 SIMPLE STEPS TO HIRE

1. Apply Online
2. Complete Online Exam
3. View Rank on List
4. Interview
5. Pre-employment Review
6. First Day!
Town of Danville

7mo

We’re looking for a full-time Program Coordinator who can coordinate community events and special assignments in Economic Development. Be part of a dynamic team in a fast-paced environment, where you’d be working with community partners, and businesses in Danville. Apply by Oct. 20!

USE SOCIAL MEDIA TO RECRUIT

Program Coordinator - Economic Development/Community Events
calopps.org
N° 3: GROW YOUR TALENT PIPELINE: HIGH SCHOOL, FELLOWS, INTERNS
www.ca-ilg.org/GovernmentsEngagingYouth
No. 4: ENSURE THAT EVERY MANAGER FOLLOWS THROUGH TO SUPPORT PROFESSIONAL DEVELOPMENT
MID-MANAGER AS A COACH
Performance Pilot

The County of San Mateo Employee Performance and Development Pilot replaces Annual Reviews with a Continuous Coaching model, so employees and supervisors get actionable feedback today and support to grow for tomorrow.
6: RETOOL ORGANIZATIONAL CULTURE
INCORPORATE FLEXIBILITY IN WHEN AND WHERE EMPLOYEES WORK
Polling Question #4

Which of these recommendations from the Talent Development Initiative are desirable focal points for your agency?
TALENT 2.0: A Modern Approach to Attracting & Retaining Top Talent in Local Government

Spring 2018 Report

download cal-icma’s talent 2.0 report

icma.org/cal-icma
Building the Workforce of the Future - Today
Attracting, Retaining and Growing Local Government Employees
A report from the Cal-ICMA Talent Initiative, Fall 2017

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Questions?

Nat Rojanasathira / nat@danville.ca.gov
Donna Vaillancourt / dvaillancourt@smcgov.org
Polling Question #5

How would you suggest your agency get started to enhance its culture to cultivate talent and results?
Post-webinar discussion questions

a. What areas of our culture and practices need attention and how do we engage our employees in this discussion?

b. What resources would we like to tap to support us?

c. What actions would we like to take?
Find helpful resources online

http://icma.org/coaching

ICMA Coaching Program Webinars
Six live webinars spotlighting best practices featuring local government professionals are...

1-1 Coaching
Personal guidance in your local government career from a local government professional.

CoachConnect
Get paired with the coach or coachee that fits your needs today!

Career Compass
An ICMA Coaching Program column focused on career issues for local government...

Webinar Archives
Miss a webinar? Watch it anytime!

Coaching Resources & FAQs
These PDFs and videos will help you get started on your coaching journey.

Talent Development
Resources you can use independently, with a coach, or across your organization to create...

Coaching Program Partners & Sponsors
The Coaching Program thrives because of our state association partners, outreach partner...

Sign up for the ICMA Coaching Newsletter: http://icma.org/CoachingList
Polling Question #6

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

Presenters:

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Register now for upcoming webinars

<table>
<thead>
<tr>
<th>Webinar Topic</th>
<th>Date and Time</th>
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<td>Recognize and Eliminate Bias: Keys to Being a Better Leader and Team Player</td>
<td>Wednesday, September 19, 10 a.m.-11:30 a.m. PT (1-2:30 p.m. ET)</td>
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<td>Taking Smart Risks and Rebounding from Setbacks</td>
<td>Thursday, October 25, 10:30 a.m.-noon PT (1:30-3 p.m. ET)</td>
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<tr>
<td>Gaining Project Support from Your Team, Elected Officials, and the Public</td>
<td>Wednesday, November 14, 11 a.m.-12:30 p.m. PT (2-3:30 p.m. ET)</td>
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[Register at http://icma.org/coachingwebinars]
Dear Frank,

I am a community development director in a mid-sized county. I oversee a department of 35 staff people, most of whom are professionals. I’ve been in my position for three years. To become more successful as a department head, I want to better attract and retain great talent.

Many of our long-time managers and professionals have now retired. My challenge is that we are not attracting great professional talent from other public agencies as we were able to do in the past. When we do hire talented professional staff, such as land use planners, they tend to leave after a short stint with us. In addition, we are not attracting young, early-career talent from the universities in the region.

We do pay competitive salaries and benefits in comparison to other local governments in the region.

Our department cannot be successful without attracting and retaining great staff. And I cannot be successful as a department director without top talent. What do you suggest we do to address these talent challenges?
DR. BENEST: Local governments are in a war for talent. . . and we are losing the war.

Cal-ICMA (the California affiliate of ICMA) recently launched the Talent Initiative to help city, county, and special district organizations better attract, retain and grow talent. The research effort included a survey of 372 senior managers and emerging leaders, interviews with private and non-profit sector thought leaders, and 11 focus groups held throughout California involving 272 local government executives.

To help you deal with your talent dilemmas, let me share some of the findings and recommendations from the Talent Initiative.

WHY ARE LOCAL GOVERNMENTS LOSING THE WAR FOR TALENT?

For more than a decade, local governments have been experiencing a retirement wave of baby-boomer professionals and managers exiting full-time careers. This has been a quiet crisis that has snuck up on us. Thus, most local governments have not taken steps to build their talent and leadership pipelines.

Moreover, it has become increasingly difficult to steal or poach talent from other government agencies. The Gen X talent pool is smaller than the Baby-Boomer generation pool. While some agencies have raised compensation levels in the face of this talent challenge, it is difficult to raise salaries much greater than those offered by other local governments.

In addition, our protracted hiring processes, bureaucratic and hierarchical management models, risk-aversion, and stodgy cultures with little flexibility make it extremely challenging to compete with private and non-profit sectors, especially for workers under 35 who seek innovation opportunities and agile organizations doing meaningful work.

It has become clear that local governments must grow their own talent and retool organizational cultures.

WHAT IS A WINNING CULTURE?

Culture is simply defined as “the way we do things around here”. Culture is the underlying operating system of the organization.

Talent is mobile and can choose more purpose-driven, engaging and supportive cultures.

So, what is a winning culture? A winning and engaging culture has the following characteristics:

- Employees feel connected to the purpose behind the work.
- People know what is expected of them.
- Someone cares about them at work.
- There is an emphasis on challenge, learning and growth.
- People have autonomy within certain “guiderails” to do the work.
- People are recognized for their efforts.
- Because employees are truly valued, the organization provides flexibility in scheduling as well as other policies that support family and personal lives.
WHAT IS YOUR ORGANIZATION’S EMPLOYEE VALUE PROPOSITION?

To assess your department’s ability to attract and retain talent, you must evaluate your Employee Value Proposition (EVP). To do so, ask all employees, including senior management, the following three questions:

1. Why would a talented professional want to join our organization and stay with us?
2. Why would a talented professional be reluctant to join our organization and stay with us?
3. What specific steps could we all take now to enhance our organizational culture and EVP?

To get “unstuck,” you must start a conversation with employees and then do something.

HOW DO YOU ENHANCE YOUR EMPLOYEE VALUE PROPOSITION?

Organizations win the war for talent on culture, not money.

Based on the research conducted as part of the Talent Initiative, Cal-ICMA suggested the following ways to retool organizational cultures and enhance an agency’s EVP:

- Use onboarding activities with new employees to engage them with top management and discuss organizational values and “what we care about”.
- Incorporate more flexibility in scheduling, such as teleworking and alternative schedules.
- Ensure opportunities for face-to-face interactions with top management.
- Create a culture of appreciation and recognition.
- Promote more autonomy for employees and provide opportunities to work on the whole project.
- Focus on employee engagement initiatives, including listening to employees, truly engaging them in problem-solving, and promoting a sense of community and belonging.
- Ensure ongoing performance conversations with employees (not just annual performance evaluations).
- Encourage employees to identify their career development needs, conduct development conversations with employees, and provide a menu of employee development resources.
- Invite each employee to include desired talent development plans in their regular reviews with a supervisor.

To review the Executive Summary and full report for the Cal-ICMA Talent Initiative, go to https://icma.org/cal-icma/preparing-next-generation.

WHAT IS GREAT TALENT LOOKING FOR?

In his Leadership Freak blog piece “Four Questions Leaders Must Answer To Attract Top Talent” (February 28, 2018), Dan Rockwell suggests that top talent is always pursuing a brighter future. The challenge for the senior manager is to proactively help top talent create their own preferred future while they serve the organization.

When assessing a job opportunity, top talent asks:
• How will I grow?
• How will I be challenged?
• What ongoing opportunities will I have?
• How will I be more employable in the future?

While you want employees, especially top talent, to take charge of their careers, you must demonstrate that the organization will provide opportunities and resources (e.g., stretch assignments, new learning, job rotations, team leadership opportunities, coaching) for career development.

HOW ABOUT ATTRACTING EARLY-CAREER TALENT?

Thought leaders in talent management from the high-tech and non-profit sectors were interviewed as part of the Cal-ICMA Talent Initiative. The interviews generated four themes about attracting and retaining early-career talent:

Theme #1--Millennials are asking about the opportunities provided by service in local government:

• Are there big problems to solve in government?
• Am I interested in helping solve these big problems?
• Will I be empowered to help solve the big problems?

Theme #2--Given these questions, local government has two big challenges:

Local government has a branding challenge. In attracting younger talent, we need to focus on the big problems that we need to solve.

Local government also has an organizational culture and work systems problem. Early-career employees are frustrated that their organizations utilize old tech and cumbersome processes, do not move fast enough, and provide little autonomy to get things done. It is about culture and the way that local government does its work.

Theme #3--Talent initiatives must be led by the chief executive who links talent to the big strategic goals of the agency and holds other senior managers accountable for talent work and results.

Theme #4--Local governments must tell their story, especially regarding the opportunity to serve and make a difference.

HOW ABOUT RETAINING TOP TALENT?

According to the Gallup research (see First, Break All the Rules), people join organizations because of the money, opportunity, and reputation of the organization; they leave organizations because of their supervisors.

Supervisors are often promoted into their positions because of their technical skills. They may or may not have the requisite people skills. This lack of soft skills is exacerbated by agencies that eliminated supervisory and management training during the Deep Recession. Managers often see their primary role as pushing out the work, not developing or coaching staff.
The Talent Initiative report recommends that supervisors and mid-managers are provided with soft skills training, taught simple coaching skills (for example, how to conduct a one-on-one development conversation with direct reports), and evaluated on talent development activities.

The Talent Initiative report also suggests that managers conduct “stay interviews” with direct reports. At least once a year, managers can ask some of these questions in one-to-one conversations with their employees:

- What do you like most about your work?
- What keeps you here?
- What would entice you away?
- What do you want to learn this year?
- What makes for a great day at work?
- What brings you down on the job?
- Is there anything you'd like to change about your job?
- What strengths or talents do you have that aren't being used?
- How do you like to be recognized, acknowledged, and rewarded for a job well done?
- What would make your work more meaningful and satisfying?
- How can I or the organization help you reach your career goals?
- If you could wave a magic wand, what changes would you make in the work environment?
- What can we do to ensure we keep you with us?

(Go to https://icma.org/cal-icma/preparing-next-generation for more stay interview questions.)

Of course, as a leader, you must be responsive to what you’ve heard.

WHAT ARE SOME WAYS TO GET STARTED?

Based on the focus groups conducted by Cal-ICMA, the Talent Initiative identified the top ten ideas to better attracting, retaining and growing talent. Leaders can start anywhere in implementing some of these ideas.

Here are ten ideas to consider in beginning your efforts:

1. Conduct a simple workforce analysis (showing retirement risk now and in five years for different employee groups) to highlight any talent vulnerabilities.

2. Hire several university interns and/or term-limited Management Fellows (those graduating with Masters) to build your agency’s talent pipeline.

3. Eliminate minimum qualifications for entry-level positions; hire for potential or learning agility.

4. Enhance job announcements showcasing the meaning and purpose of the work, organizational values and culture, and opportunities to grow and develop.

5. Fully utilize stretch assignments, including participation on cross-functional project teams.
6. Train all supervisors and managers on how to coach and conduct development conversations with direct reports (to access ICMA Coaching Program training videos, go to Coaching Resources at www.icma.org/coaching).

7. Ensure that supervisors and managers provide ongoing performance feedback to employees, not just a once-a-year performance evaluation.

8. Conduct stay interviews with key talent (or better yet with all employees)—go to https://icma.org/cal-icma/preparing-next-generation for stay interview questions.

9. Incorporate more flexibility into scheduling, including alternative schedules and where appropriate telecommuting.

10. Engage employees in free ICMA Coaching Program webinars and distribute Career Compass columns (go to www.icma.org/coaching to access all Coaching Program resources).

While implementing a few of these ideas may require authorization or some funding, many are simple to implement and require no permission from higher-ups or any new budget. In fact, most of the recommendations are cheap relative to our other activities in local government.

**BECOME A TALENT MAGNET**

If you institute some of these recommended actions, you will gain the reputation of leading a more engaging and energizing department. Based on your reputation, talent will join you and tend to stay longer because they know that they will be challenged, will grow and learn, and will become with your support more marketable over time. In fact, learning is the new social glue that helps you retain talented staff. (See Frank Benest, “Retaining and Growing Talent: Strategies to Create Organizational Stickiness,” PM, October 2008.)

As you gain this reputation of a great talent developer, people will seek you out and stay longer. You will become a talent magnet.
Ten Ideas To Better Attract, Retain & Grow Talent

This Talent Initiative report provides a menu of diverse recommendations for local government executives. Leaders can start anywhere in implementing some of the recommendations in this report to better attract, retain and grow talent.

Here are ten ideas to consider in beginning your efforts:

1. Conduct simple workforce analysis (showing retirement risk now and in five years for different employee groups)

2. Hire one or several university interns and/or term-limited Management Fellows (those graduating with Masters) to build your talent pipeline

3. Eliminate minimum qualifications for entry-level positions; hire for potential or learning agility

4. Enhance job announcements showcasing the meaning and purpose of the work, organizational values and culture, and opportunities to grow and develop

5. Fully utilize “stretch” assignments, including participation on cross-functional project teams

6. Train all supervisors and managers on how to coach and conduct development conversations with all direct reports (see ICMA Coaching Program training videos at www.icma.org/coaching under “Coaching Resources”)

7. Ensure that supervisors and managers provide ongoing performance feedback to employees, not just a once-a-year performance evaluation

8. Conduct “stay interviews” with key talent (or better yet with all employees)

9. Incorporate more flexibility into scheduling, including where appropriate telecommuting
10. Start a conversation with all employees about enhancing organizational culture (and then do something!)

**Bonus Idea**

Engage employees in free ICMA Coaching Program webinars and distribute Career Compass columns (go to [www.icma.org/coaching](http://www.icma.org/coaching) to access all Coaching Program resources)
Polling Results from “Creating a Culture for Cultivating Talent & Results” – webinar

June 20, 2018

441 locations; 904 estimated participants in live audience

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<tr>
<td>How many people are listening on your line?</td>
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<tr>
<td>1 - just myself</td>
<td>79%</td>
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<tr>
<td>2-5</td>
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<td>21 or more -- please send number using Question on webinar</td>
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<td>In which of the following areas would your organization benefit from improvement?</td>
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<td>Quarterly conversations to build pathways, skills, &amp; results</td>
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<td>Succession planning</td>
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<td>Attracting talent</td>
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<td>Growing talent</td>
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<td>Retaining talent</td>
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<tr>
<td>What areas of activity would improve your agency’s candidate/employee experience?</td>
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<td>Enhanced communications and branding</td>
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<td>Rewards programs to encourage wellbeing</td>
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<td>Employee and leadership development</td>
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<td>Employee engagement and innovation</td>
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<td>Which of these recommendations from the Talent Development Initiative are desirable focal points for your agency?</td>
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<tr>
<td>Accelerate development of internal talent</td>
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<td>Modernize recruitment and hiring practices</td>
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<td>onboard, engage, and survey employees</td>
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<td>Ensure every manager follows through to support development</td>
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<tr>
<td>Engage elected officials to support a productive culture</td>
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<td>How would you suggest your agency get started to enhance its culture to cultivate talent and results?</td>
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<tr>
<td>Understand baseline--employee experience, market, position</td>
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<tr>
<td>Identify areas -- from “low hanging fruit” to the complex</td>
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<tr>
<td>Determine how and who to best work on them</td>
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<td>Include perspectives of employees, candidates, &amp; public</td>
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<td>Develop strategy, plans, measurements &amp; outcomes--act/adjust</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>Gaining perspectives to retool org. culture and workplace</td>
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<td>Practical steps to attract, grow, and retain talent</td>
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<td>Concrete resources to review for consideration in our agency</td>
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