

# Sink or Swim

*Recruitment, Retention, & Succession Planning*





# HELLO!

**Learn about strategies your organization can use to recruit, retain, and grow a strong and diverse workforce. Practical concepts from across the country as compiled by ELGL, the Engaging Local Government Leaders network, will be shared and discussed.**



**ELGL**

**ENGAGING  
LOCAL  
GOVERNMENT  
LEADERS**





#ELGL18

**GOLDEN**

★★ **COLORADO** ★★

MAY 17 & 18, 2018

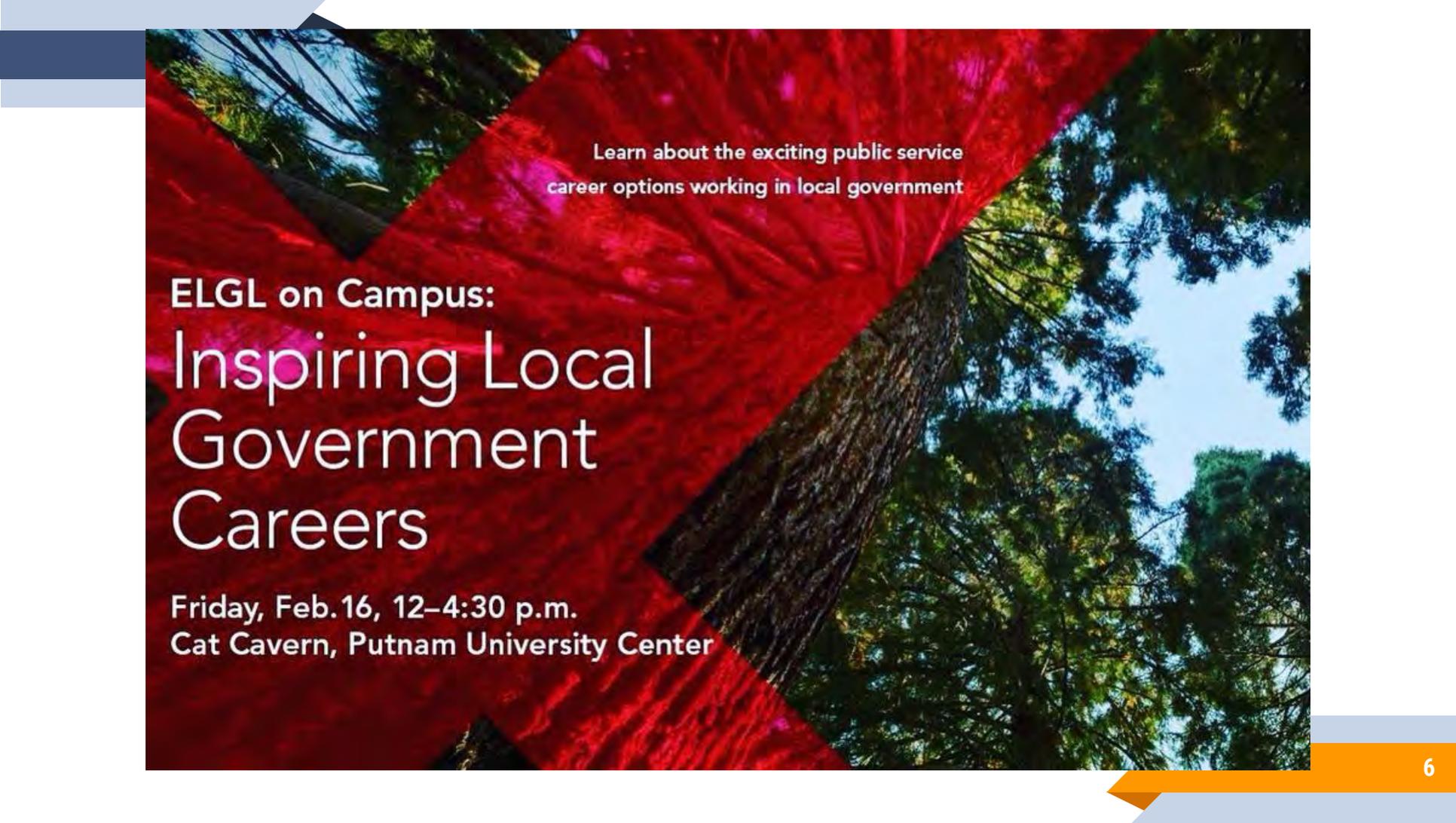


# #ELGLPopUps

*Five Conferences,  
Five Cities, One  
Day*

10.12.18





Learn about the exciting public service  
career options working in local government

ELGL on Campus:  
Inspiring Local  
Government  
Careers

Friday, Feb. 16, 12–4:30 p.m.  
Cat Cavern, Putnam University Center

## Frequently Asked Questions

**No**

**Yes**

**No**

**Yes**

**\$15 \* \$30 \* \$300**



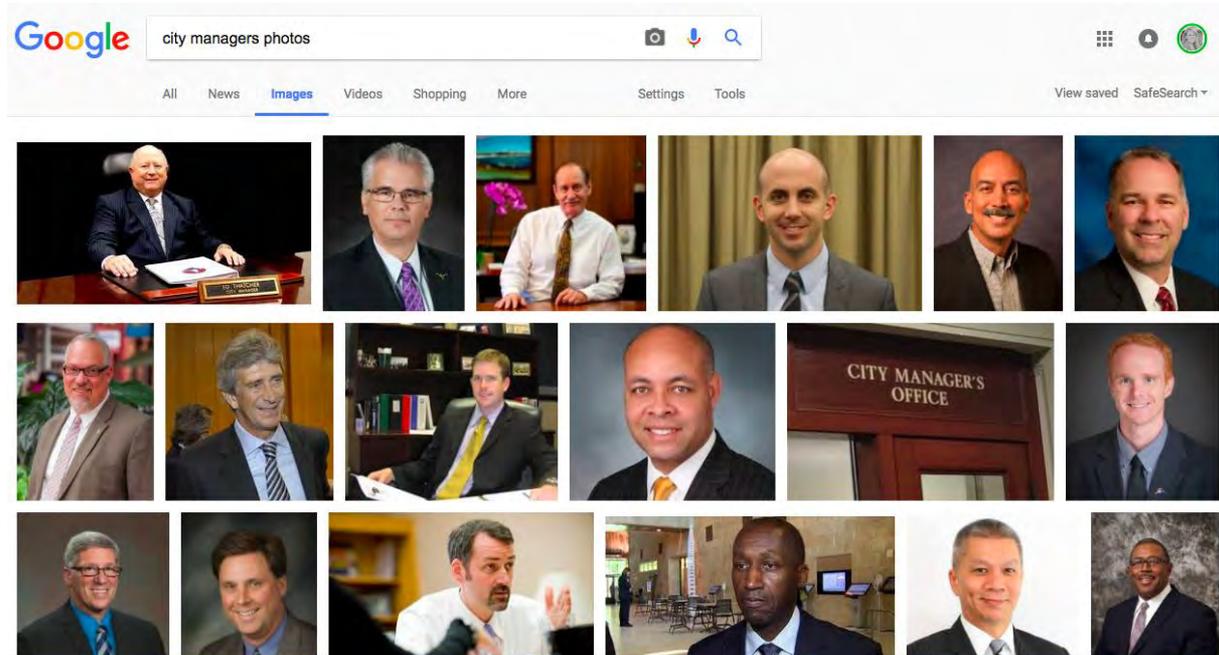
1

# Why Does This Matter?

(Is This *Another* HR Presentation?)



# Google Image Search: City Manager Photos





# Google Image Search: Michigan City Manager Photos





# 13% - 15%

ICMA research on the percentage of city managers who are women.





# Diversity Dashboard Project

**Gender**



**Race**



**Birthday**



**Veteran's Status**

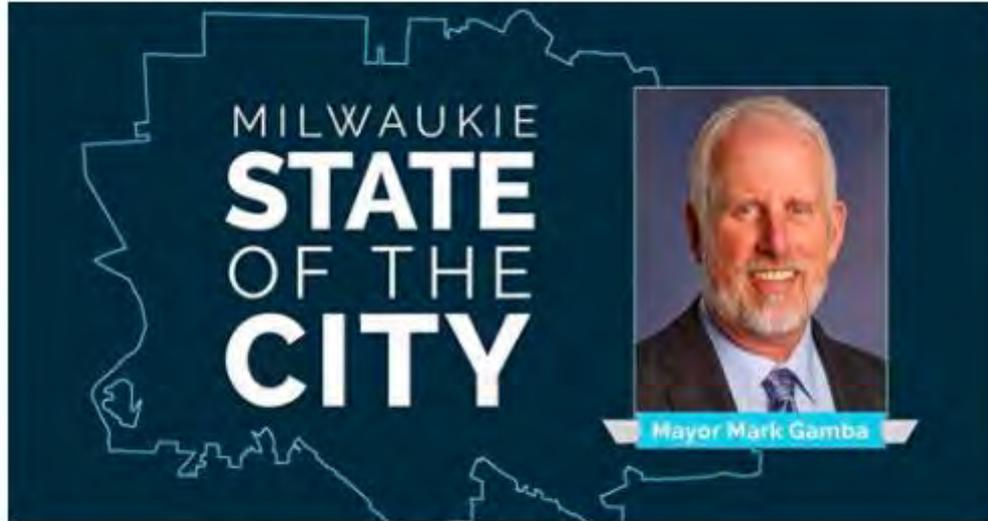




Mark Gamba shared City of Milwaukie's event.



January 23 at 4:23pm · 🌐



FEB

### Milwaukie State of the City

6

Tue 5 PM PST · City of Milwaukie · Milwaukie, OR  
Scott and Christina are going

★ Interested



Like



Comment



Share



HOME » Milwaukie Narrows City Manager Search Down To Four Finalists

# Milwaukie Narrows City Manager Search Down to Four Finalists



Alice Cannon

Nancy Newton

Ann Ober

Julie Underwood

In their efforts to find a new city manager to replace Bill Monahan, who will retire in October, City Council have narrowed the field of candidates down to four—Alice Cannon, Nancy Newton, Ann Ober and Julie Underwood.

The community will have a chance to meet the candidates in-person at a special Meet & Greet event on Monday, Aug. 22 from 6 to 8 p.m. at the Public Safety Building, 3200 SE Harrison Street, where attendees will have an opportunity to ask questions and discuss topics of interest to get to know the candidates better. Light refreshments will be served.

About the four finalists for City Manager:



# 55%

State & Local Government Excellence survey from 2017 on percentage of government employees that are planning or accelerating retirement.



“ Helping people who don't  
look like you to have  
successful local  
government leaders.

# 2

## What Should We Do?

(Practical advice for managers)



# Today's Presentation

## Recruitment

- Advertising
- Resume Review
- Interviewing
- Hiring

## Retention

- Benefits
- Work Environment
- Job Titles

## Planning

- Opportunities
- Challenges
- Marketing

# RECRUITMENT

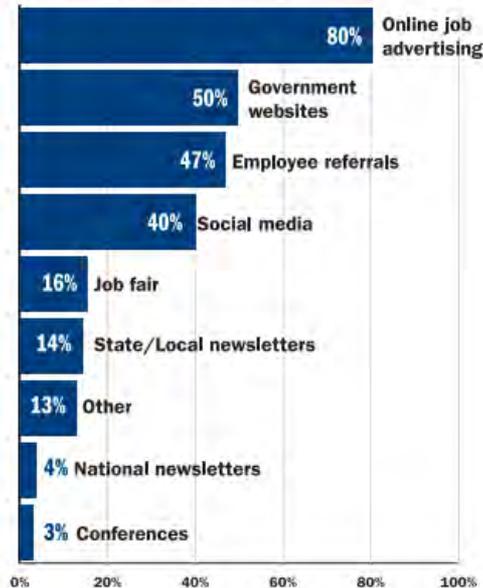




# Advertising

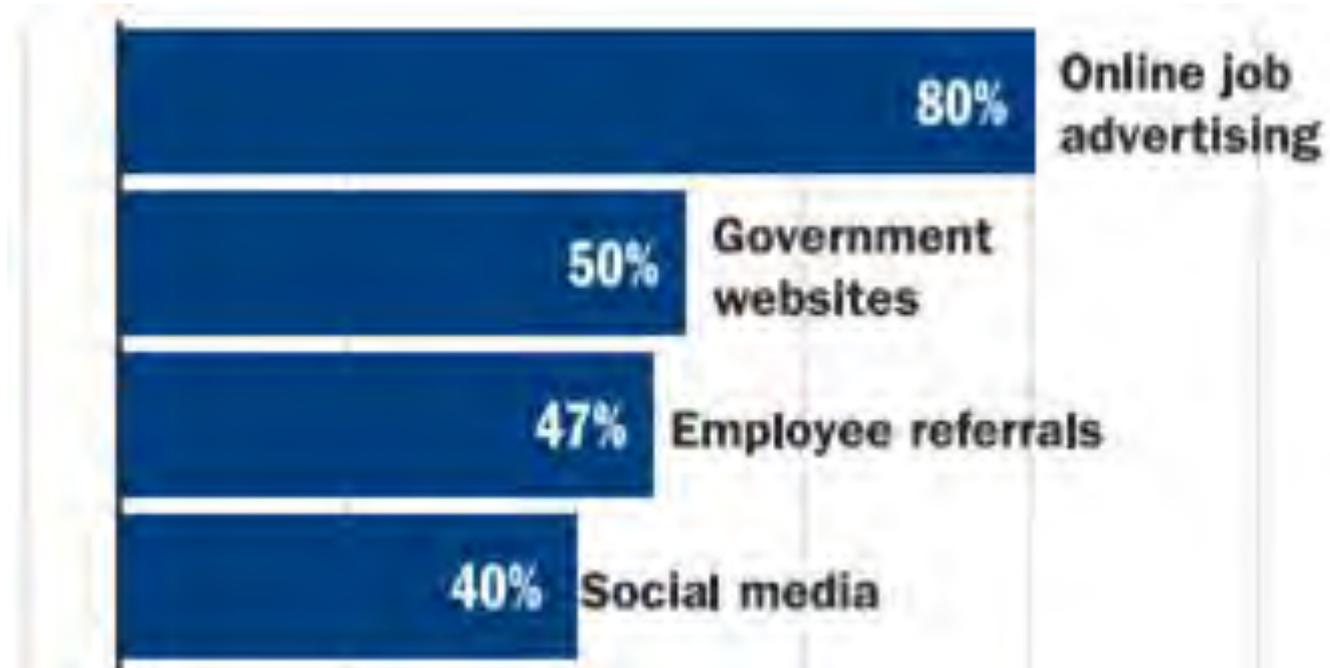
## Recruitment Practices

7) What recruitment practices are most successful in reaching qualified candidates? (n = 278)



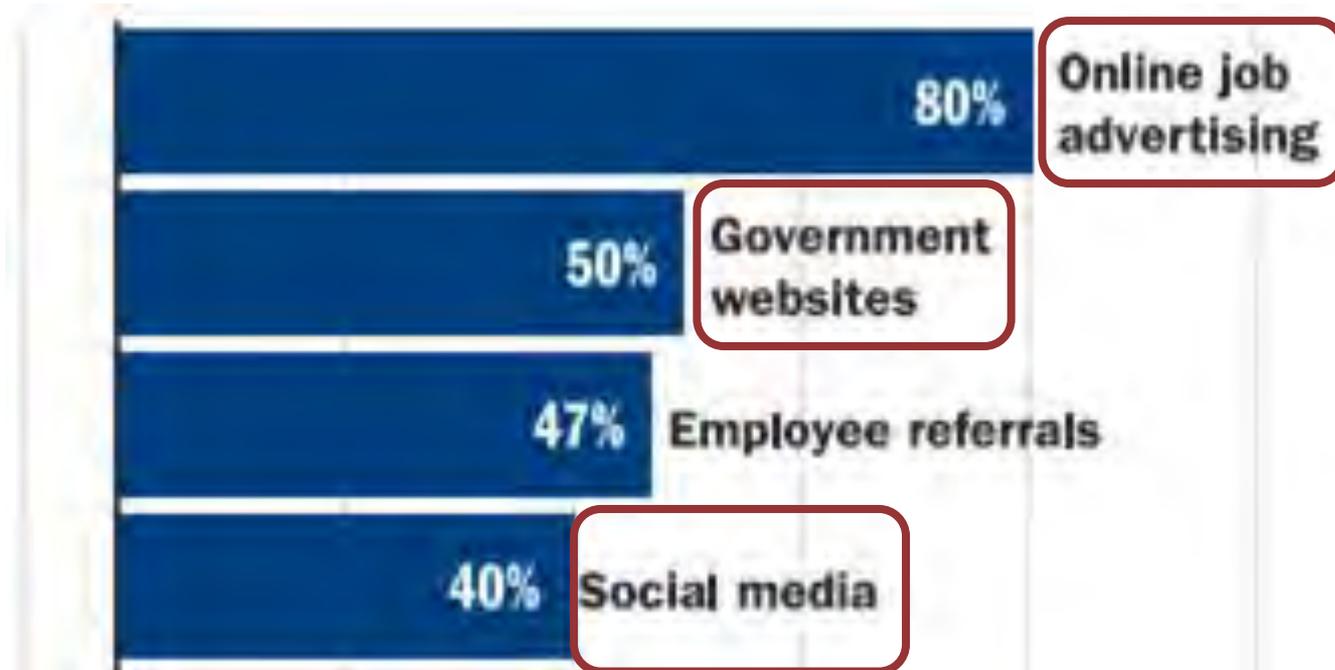


## Advertising





## Advertising





# Advertising

Create an Account - Increase your productivity, customize your experience, and engage in information you care about. Sign In

 **Sterling Heights**  
InnovatingLiving

[Government](#) [Community](#) [Services](#) [Economic Development](#) [I Want To](#)



[f](#)  
[@](#)  
[t](#)  
[v](#)  
[☎](#)  
[⚙](#)

[Apply for a City Job](#)

[Hiring Process](#)

[EEO Plan - Title VI Policy Statement](#)

[Sterling Heights Employee Recognition Form](#)

[Home](#) · [Government](#) · [City Administration](#) · [Human Resources](#)

## Human Resources

The Human Resources function of the City Management Department is responsible for talent management and acquisition, risk management, employee and retiree benefit administration, employee wellness, equal opportunity and compliance reporting, and employee education and development.

Attracting and retaining exceptional talent while developing employees

## Contact Us



Select Language



# Advertising

**Apply for a City Job**

**Hiring Process**

**EEO Plan - Title VI Policy  
Statement**

**Sterling Heights Employee  
Recognition Form**



# Advertising

Apply for a City Job

Hiring Process

EEO Plan - Title VI Policy  
Statement

Sterling Heights Employee  
Recognition Form



# Advertising

Apply for a City Job

Hiring Process

EEO Plan - Title VI Policy  
Statement

Sterling Heights Employee  
Recognition Form

“ Diversity is being asked to  
the party. Inclusion is being  
asked to dance.



## Advertising

Look at the hiring process like the party - how do you get diverse applicants, **AND** ensure that people who don't look like you are asked to dance.



# Advertising



[REDACTED]  
Phone (970) 870-5361 Fax (970) 870-5362

### **Position Opening – Purchasing Agent/Buyer**

Are you a purchasing professional looking for quality of life and a way to serve your community? Do you love working with people in support of a higher purpose? [REDACTED] could use your expertise!

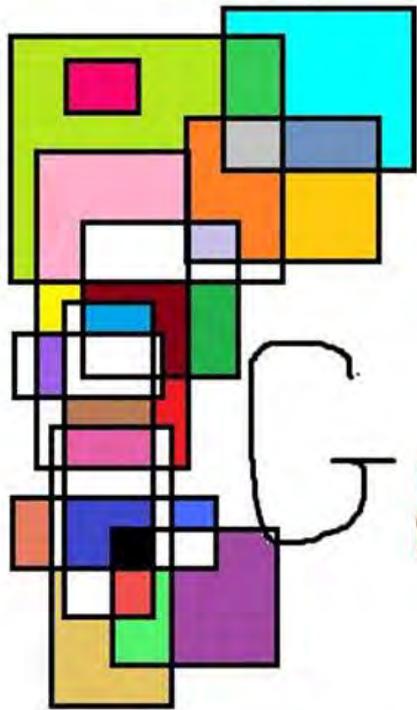
[REDACTED] seeks an experienced Purchasing Agent/Buyer to sustain and support the County's operational needs. The purpose of the position is to manage the planning and procurement of goods and services and the disposal of surplus supplies and equipment. We are seeking a professional to work in an innovative and collaborative environment, pursuing the highest quality customer service for our internal and external customers. Join our team and collaborate in partnership with County departments to enhance the quality of life for County residents. This is accomplished by developing policies and procedures; evaluating and processing requisitions, procuring materials, supplies and services; administering contracts; managing materials, properties, surplus and inventories; and providing administrative direction.

This position initiates, reviews, coordinates and prepares bids, RFP's and purchase orders. Reviews, administers contracts, monitors and assists departments with compliance of purchasing policies. Other duties include reviewing and assessing department workloads and presenting information to staff, commissioners and other officials.

The position requires an Associate's degree in business, administration, or related field; additional education



The City of  
Los Angeles  
is now hiring



Graphics  
Designer



Jan 12 - 25  
[per.lacity.org](http://per.lacity.org)  
\$46,708 - \$103,230



# Advertising



Detroit



De



Re



g



az



born



erse



City of Detroit Government

January 25 at 7:16am · 🌐

...

Detroit Department of Transportation is hosting a hiring fair tomorrow, January 26 from 9 a.m. - 3 p.m. at WCCCD's Eastern campus!

There will be onsite interviewing, testing and on-the-spot hiring for this event; professional attire is encouraged.

For immediate consideration, you apply for the positions online prior to the hiring fair at [www.detroitmi.gov/Detroit-Opportunities/Find-A-Job](http://www.detroitmi.gov/Detroit-Opportunities/Find-A-Job).

DETROIT AT WORK™  
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DETROIT  
DEPARTMENT OF  
TRANSPORTATION

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SOCIAL MEDIA  
**@RIDE0DOT**  
[www.ridedetroit.com](http://www.ridedetroit.com)  
313.933.1300

**DDOT IS LOOKING FOR YOU!**

**NOW HIRING**  
Transportation Equipment Operators  
and Coach Service Attendants

**Fri. January 26, 2018**  
9am - 3pm

124537754\_430155\_275924912753/10156195684092754/?type=3



City of Detroit Government

January 25 at 7:16am · 🌐

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DEPARTMENT OF  
TRANSPORTATION

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SOCIAL MEDIA  
**@RIDEDDOT**    
[www.ridedetroitmi.com](http://www.ridedetroitmi.com)  
313.353.1300

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124537754\_430155\_275924912753/10156195684092754/?type=3



# Advertising

## Beat the Facebook Algorithm

Use video.

Go “live.”

Share from other pages.

Include link in your first comment, not your post.

Create groups associated with your page.



## Advertising

### Centennial, CO Received the 2017 Gallup Great Workplace Award



The screenshot shows the ELGL website's job bank search interface. At the top is the ELGL logo with the tagline "ENGAGING LOCAL GOVERNMENT LEADERS". Below the logo is a navigation bar with links for Dashboard, Events, Job Bank, Store, and My Account. The main heading is "Search Job Bank". There are input fields for "Keywords" and "Any Date", along with a "Show Filters" link. Two job listings are displayed:

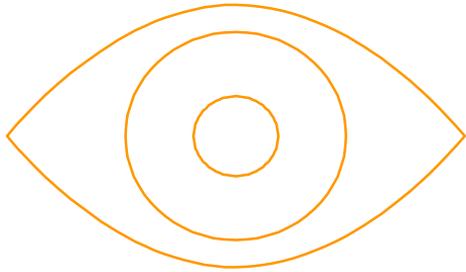
- City Administrator**  
Gahanna, OH  
Category: Executive  
Gahanna, Ohio (Midwest)  
Posted on 2018-01-26
- Neighborhood Services Coordinator**  
City of Iowa City  
Category: Planning & Community Development  
Iowa City (Midwest)  
Posted on 2018-01-25

The screenshot shows the Facebook profile for "ELGL JOBS". The profile picture is a green circle with the text "ELGL JOBS" in white. The name is "J-O-B-S" with a lock icon, and the handle is "@ELGLJobs". It shows "Follows you" and a post from "J-O-B-S....24/7/365 (or 366)". The page is categorized as "Human Resources" and has a website link to "elgl.org". It was joined in April 2016. There are buttons for "Tweet to" and "Message".

The screenshot shows the Facebook group page for "ELGL Jobs 24/7". The group is marked as "Closed Group". The page features a menu on the left with options like About, Discussion, Members, Events, Photos, Group Insights, and Manage Group. The main content area shows a photo of a speaker at a podium in front of an audience, with a large screen behind them displaying "ELGL Jobs" and "ELGL.org/jobs". Below the photo, it says "Group by Engaging Local Government Leaders". At the bottom, there are buttons for "Joined", "Notifications", "Share", and "More".



## Resume Review



Debbie in HR

*or*



Joe the Hiring  
Manager



## Resume Review





## Resume Review & Interviewing

<b>Task</b>	We associate certain jobs with a certain type of person.	public works, public safety jobs
<b>Numbers</b>	When looking at a group, like job applicants, we're more likely to use biases to analyze people in the outlying demographics.	administrative assistants - too much or too little experience
<b>Clarity</b>	When information is lacking, our brains fill in the gaps with what we're expecting.	women with a gap in employment
<b>Perceiver</b>	A heightened emotional state can keep the conscious mind distracted.	customer service - RBF, visible tattoos/piercings



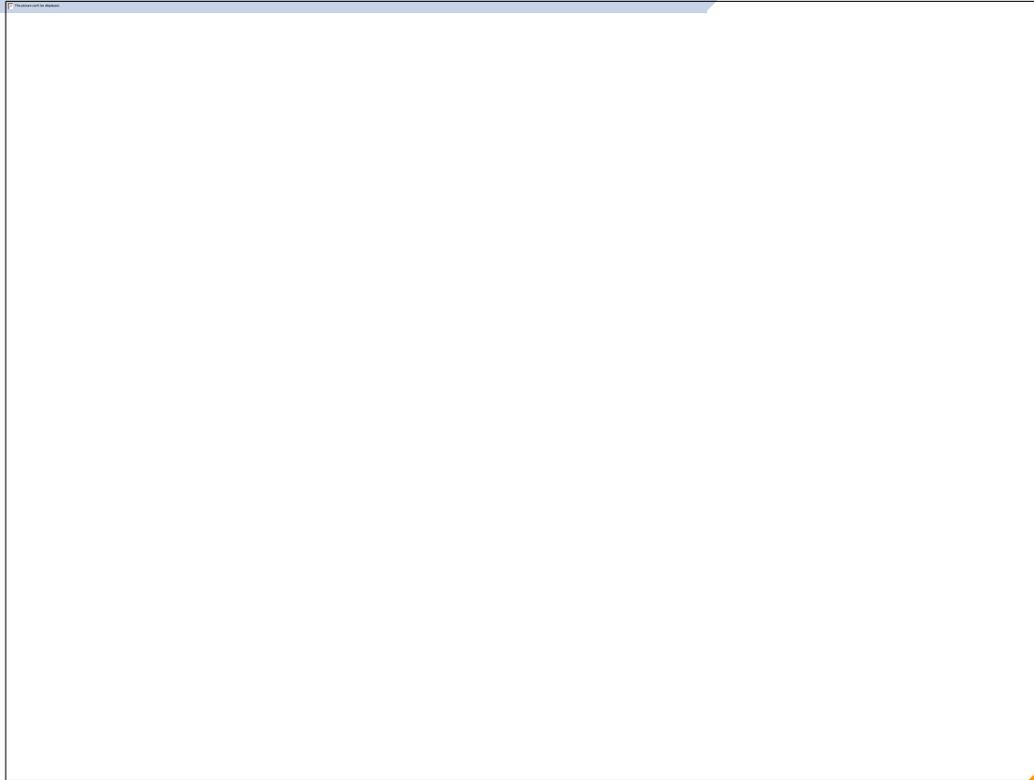
## Resume Review & Interviewing

### A Few More Comments:

- **Task:** why make a utility workers sit in a city hall conference room?
- **Numbers:** why ask the same questions to someone with 15 years of experience that you ask to a recent college grad?
- **Clarity:** questions to follow up on gaps
- **Perceiver:** case study or scenario questions



# Interviewing





# Interviewing





# Interviewing

## Old School

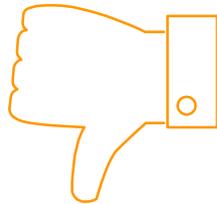
1. Tell us about yourself.
2. Have you ever worked on land division applications?
3. How do you deal with challenging projects?
4. Any questions for us?

## New School

1. Work experience
2. Quasi-judicial experience
3. Team environments
4. Knowledge of community



## Interviewing & Follow-Up





## Interviewing & Follow-Up

I am dropping you a personal note about your application for the position of XXXX. I was pleased to see your application, and at the same time I'm sorry to let you know that you have not been selected to interview. We received over 180 applications and an impressive amount of depth in large and complex organizations, and there were a number of people who I respect who didn't make it to the interview stage.

I appreciate that this might not be the news that you were expecting, but I wanted you to hear it straight from me. Also, if you'd ever like to chat about your career ambitions, I'm usually up for a coffee or lunch.

Thank you for applying. I'm pleased to know that you want to grow as a local government professional.

Regards,  
City Manager



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## Interviewing & Follow-Up

Good afternoon.

First, apologies for the relative silence on the City side regarding this recruitment. Our process is not set up to be overly communicative, sadly.

Second, I wanted to let you know where things stand. We had a large number of applicants (~200) that was whittled down to ~100 that we felt were qualified for the position. From that, we narrowed the list down to a short list of 30 or so folks that we felt were the top candidates. You all are in that list of 30. We only had time and capacity to interview 12, so after some tough decisions, the list was narrowed down further to an initial set of interview candidates. Unfortunately, you did not make that list.



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While I assume this is disappointing, it is not cause for despair. We had an exceptional group of people to choose from, yourselves included. Rarely in my many years of recruiting folks to the City have I had such a good pool, with such diverse backgrounds and ranges of expertise to choose from. A good problem to have, but a problem nonetheless... sincerely wish we could have interviewed many more.

That all said, there is a small chance that someone will withdraw in the next day or to, or that we will get through the first round and decide we want to interview additional candidates. It's not extremely likely that you will hear from me in the next 24 hours, but it is possible. Otherwise, I will let you know when a final decision has been made.

Thanks again!



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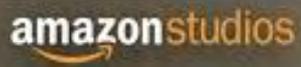
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Thanks again!



## Hiring

- ▬ Track the diversity of applicants, new hires (and past). For diverse hires, continue with whatever worked to get them hired.
- ▬ Ask them what works and for their advice on the organization's diversity hiring initiatives.
- ▬ If you hire an employee who looks different than you, ask them why and how you were successful in hiring them.
- ▬ Don't be shy about race, gender, sexuality, disability. Own the fact that you value inclusion.

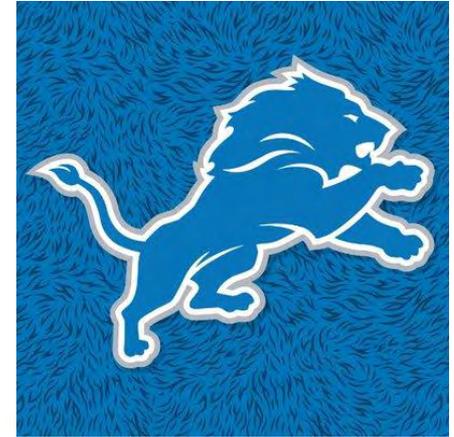
The Amazon Studios logo, featuring the word "amazon" in a lowercase sans-serif font with a curved arrow underneath it, and the word "studios" in a lowercase sans-serif font to its right.

amazonstudios

A movie poster for "The Big Sick" featuring actor Kumail Nanjiani. He is shown from the chest up, wearing a light-colored button-down shirt with a red heart-shaped pin on the collar. He has a serious expression and is looking towards the right. In the background, the back of another person's head and shoulders is visible. The title "THE BIG SICK" is overlaid in large white letters.

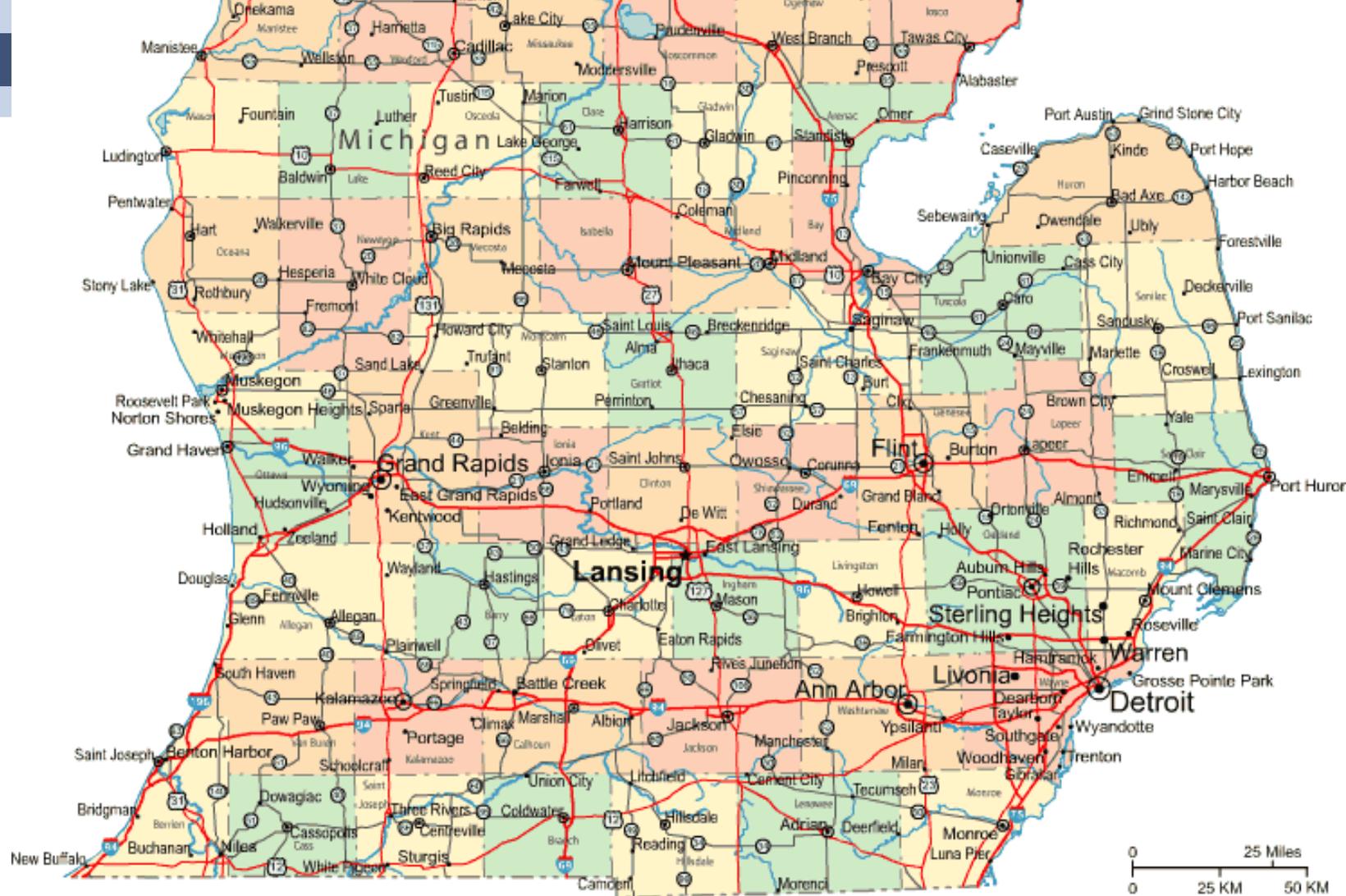
THE  
BIG SICK

# Like Me





# RETENTION





## Benefits

- Family leave
- Flex schedule
- Device policies
- Training opportunities
- Flexible vacation accruals
- Career paths
- Mentor (not coaching) programs



## Family Leave

- ▬ Family leave, not maternity leave
- ▬ Caring for children, aging parents, etc.
- ▬ Structures can vary:
  - ▷ Straight paid leave
  - ▷ Allowed negative accruals
  - ▷ Combined earned leave structures



# Family Leave

## FY17 PAID PARENTAL LEAVE USAGE



\*Baby Bottle\* by shaurya, used under CC by The Noun Project



## Family Leave

**98 employees used  
Paid Parental Leave**



## Family Leave

**Paid Parental Leave  
totalled 1,902  
days/22,854 hours**



## Family Leave

**Employees used an  
average 233 hours of  
Paid Parental Leave**

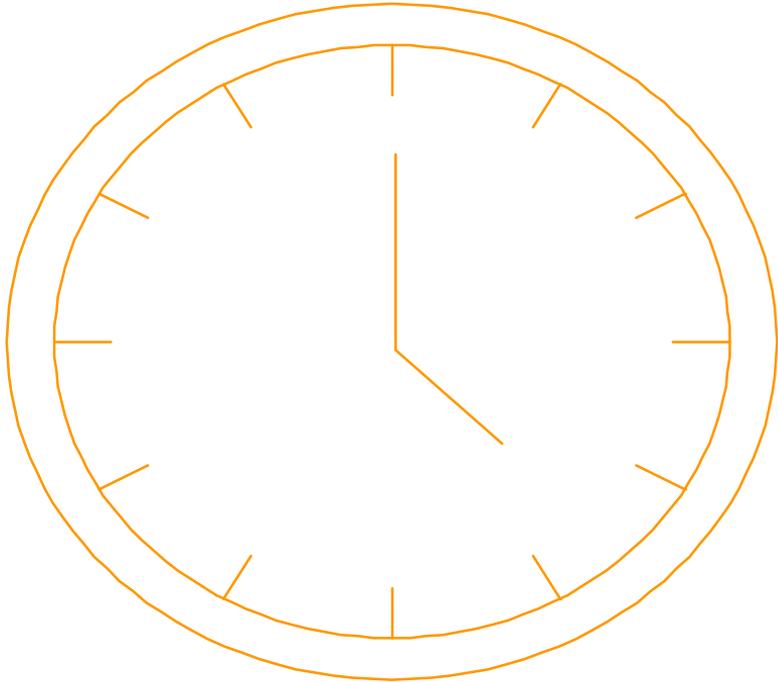


## Family Leave





## Flex Schedule



### **9-80's**

Work 80 hours over 9 days  
*(every other week is 4 days long)*

### **4-10's**

Work 40 hours over 4 days  
*(each work day is 11 hours long)*



## Device Policies





## Training Opportunities

2017 - San Antonio/Bexar County, Texas  
2016 - Greater Kansas City Region, Kansas City MO  
2015 - Seattle/King County, WA  
2014 - Charlotte/Mecklenburg, NC  
2013 - Boston/New England, MA  
2012 - Phoenix/Maricopa County, AZ  
2011 - Milwaukee, WI  
2010 - San José, CA  
2009 - Montréal, Québec  
2008 - Richmond, VA  
2007 - Pittsburgh, PA  
2006 - San Antonio, TX  
2005 - Minneapolis, MN  
2004 - San Diego, CA  
2003 - Charlotte, NC  
2002 - Philadelphia, PA  
2001 - Salt Lake City, UT  
2000 - Cincinnati, OH  
1999 - Portland, OR  
1998 - Orlando, FL  
1997 - Vancouver, BC  
1996 - Washington, DC  
1995 - Denver, CO  
1994 - Chicago, IL



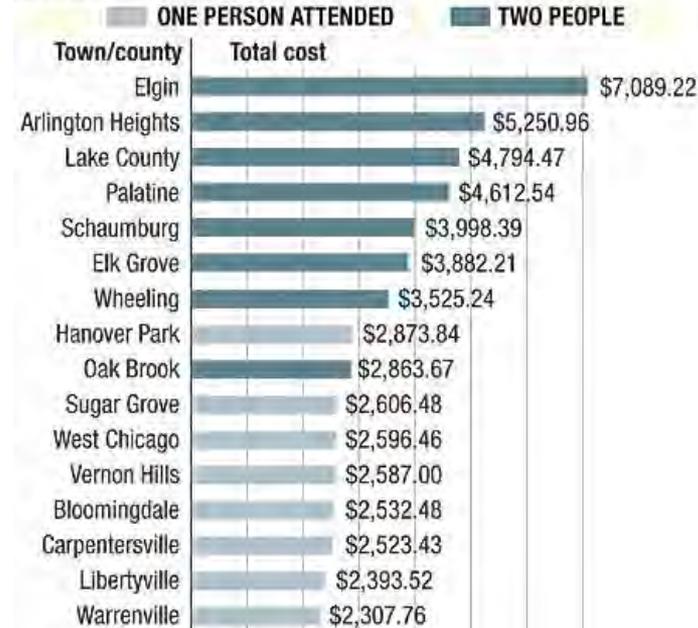
**“I remember the LAST  
time it was in (insert city  
here)!”**



# Training Opportunities

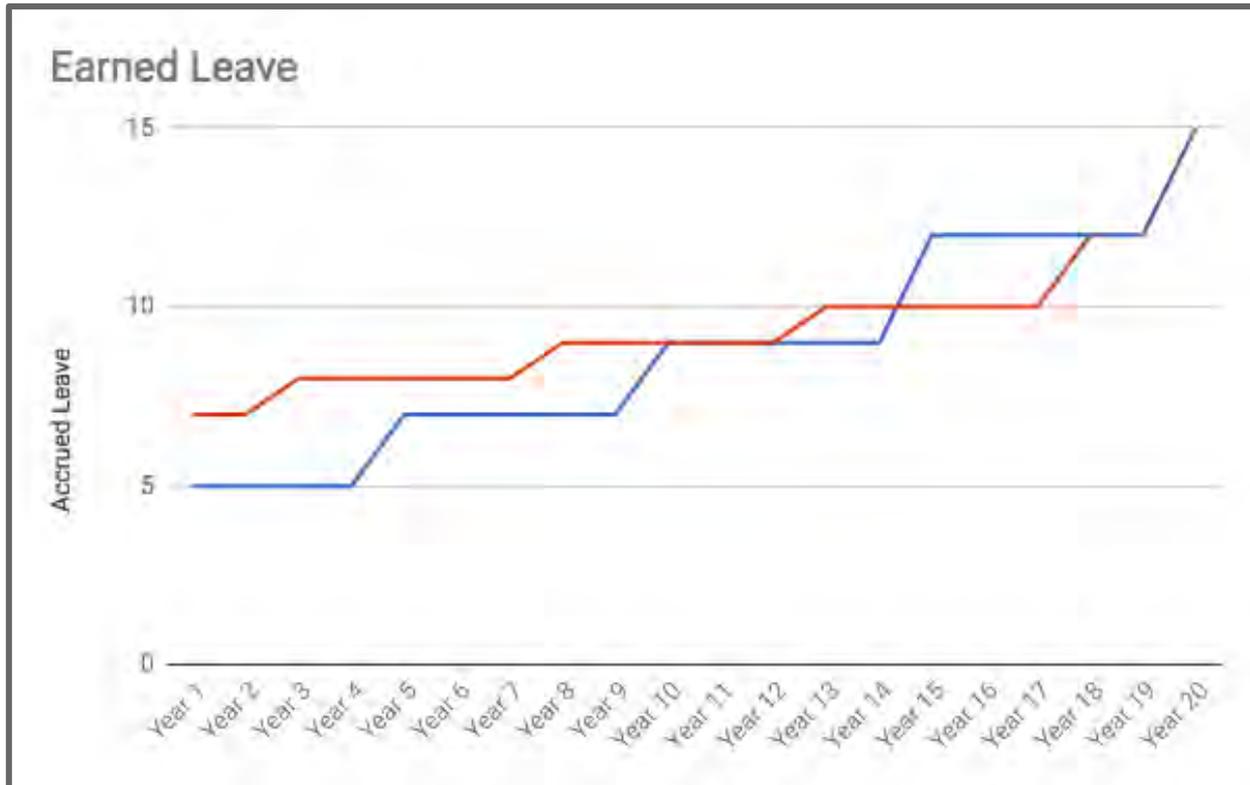
## What they spent

Here's what it cost the 24 area towns and one county that attended the 2013 International City/County Management Association's conference in Boston.



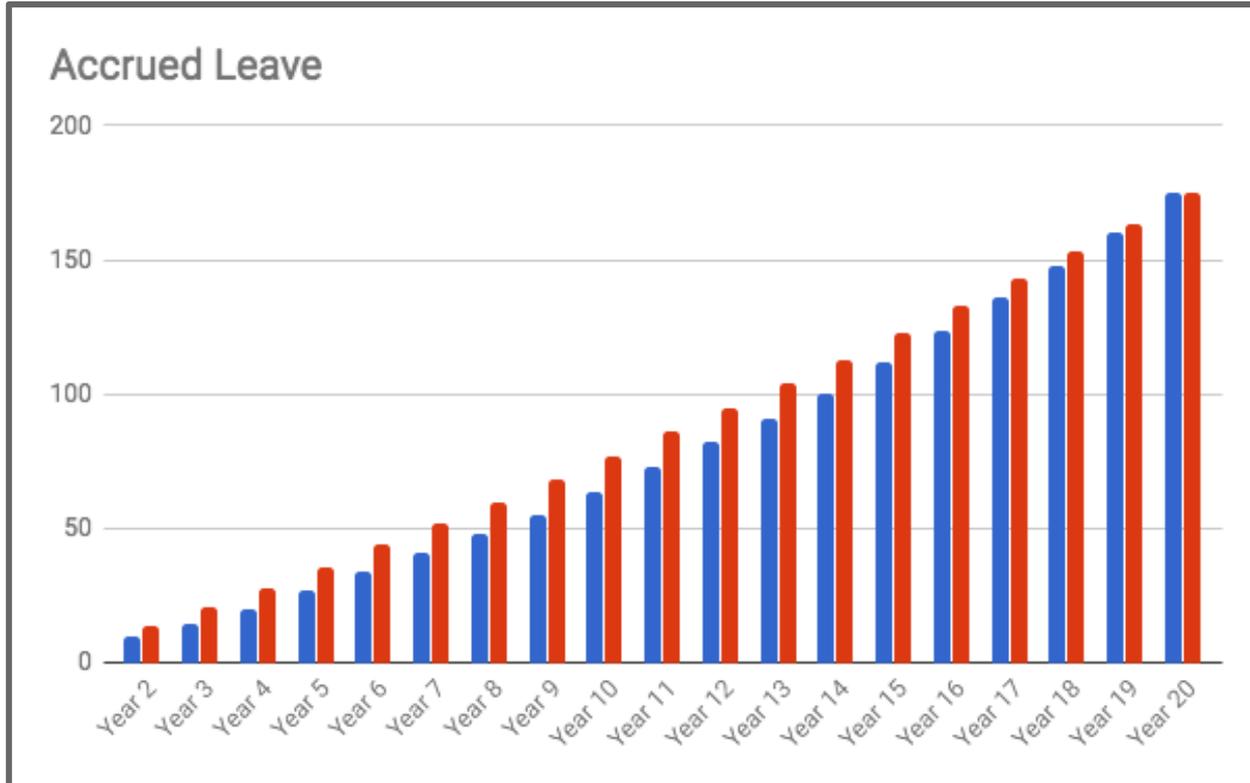


## Flexible Vacation Accruals





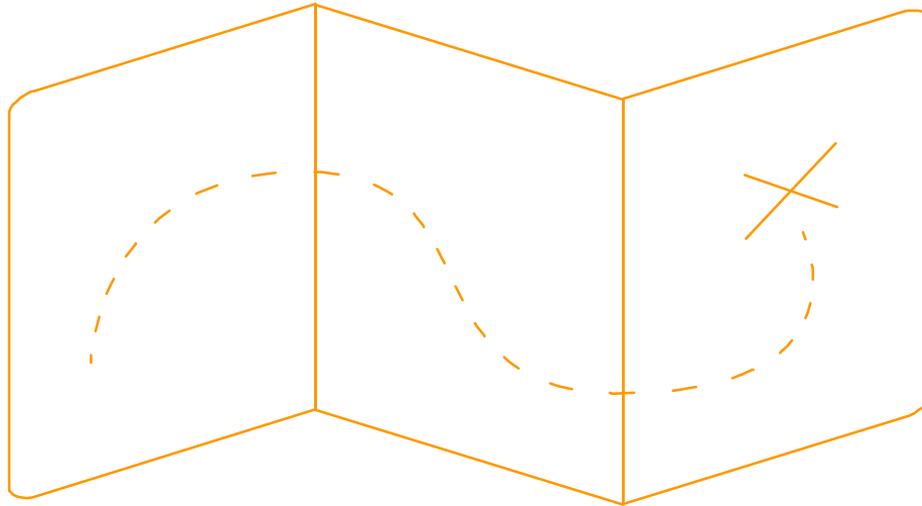
## Flexible Vacation Accruals





## Career Paths

Parks Attendant 1 -> Parks Attendant 2 -> Parks Attendant 3





## Mentor Programs

# THE WALL STREET JOURNAL.

**FASTCOMPANY**

TECHNOLOGY

LEADERSHIP

ENTERTAINMENT

IDEAS

VIDEO

NEWS



## Mentor Programs

### **SPONSORS HAVE CAPITAL**

Unlike a mentor, a sponsor is someone who can not only advise you on your career, but actively help advance it. They have power in an organization and can use their social capital and credibility to advocate for you. According to a 2011 *Harvard Business Review* [special report](#), sponsors not only advise their charges, they promote, protect, prepare, and push them.

Take Sheryl Sandberg, the COO of Facebook and a quintessentially successful woman. Would she have risen to the top without the advocacy of Larry Summers, who took her with him from Harvard to become his research assistant at the World Bank and later appointed her his chief of staff at the U.S. Treasury? Or without the support of Eric Schmidt, who recruited her and later gave her the critical assignments that would build her personal brand at Google?

- 
- 1. Set up a regular meeting.** The easiest approach to get some informal coaching is to invite on a regular basis a trusted local government manager to coffee or to lunch. During these sessions, swap stories and personal experiences.
  - 2. Focus on a "growth mindset."** With a growth mindset, we look at challenges and at experimenting and even at mistakes as opportunities to learn and grow. By doing this, we expand our portfolio of behaviors, skills, and relationships and ultimately become more effective in a disruptive environment.
  - 3. Be open to the conversation.** It is important to not only share your challenges and dilemmas with a coach, but to be open to the feedback and any suggestions on how to handle similar problems in the future.
  - 4. Use the coach to promote self-reflection.** Great leaders are self-reflective. Coaches can ask probing questions that promote reflection and self-critique and opportunities to make adjustments. After an informal or formal coaching conversation, reflect on what has been discussed and the implications for self-correction.
  - 5. Learn from the stories.** Chief executives love to tell war stories. Don't just enjoy the swapping of stories—probe for lessons that may be related to your dilemma or challenge.





## Work Environment

- Work from anywhere IT





## Work Environment

- “Government Cream”

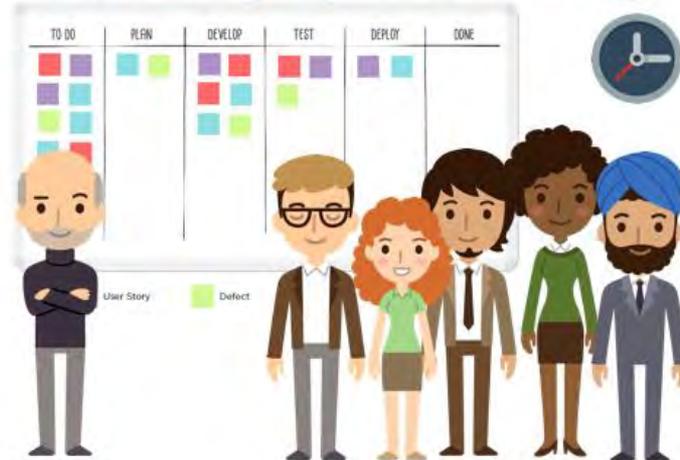




## Work Environment

- Stand up meetings

### The Daily Standup: The Art of Standing up and Talking





## Work Environment

- #MeToo





# Work Environment

## - The Reckoning



JOIN ▾ JOBS DIVERSITY DASHBOARD #ELGL18 PODCAST DIRECTORY LIBRARY AWARD EVENTS

TWITTER

Book It! @ICPL Book Cart Drill Team marches in the @TheLowaHawkeyes Homecoming Parade. Sewing machines were... <https://t.co/MSYo7HUagE>

## Preparing Your Local Government for “the Reckoning”

NOVEMBER 29, 2017 BY ELGL

**Executive Director's note:** *this submission was received from an ELGL with the request that it be published anonymously. Here at ELGL, we always accept anonymous submissions because we know that the power of local government storytelling doesn't always occur at the perfect time in our careers. If you have a story to tell, we want to tell it, especially when it is timely, relevant, and important. If you wish to respond to this post or reach out to the author, please email me and I can share your contact information with the author.*

### Recent Posts



18 mins ago

Book It! Interesting Fact about the Best Public Libraries



11 hours ago

Best Library: Round of 32 Voting



## Work Environment



### Skeezy Conference Behavior

AUGUST 31, 2017 BY ELGL

*This post is by Kirsten Wyatt, ELGL's Executive Director.*

It's almost local government conference season and so I wanted to take a minute to provide a quick reminder about something that most everyone has experienced, but no one really talks about:



# PLANNING



## Opportunities & Challenges

- **HR Analysis**
  - ▶ Inventory of upcoming retirements
- **Reorganize FTEs**
  - ▶ Creation of “Assistant” positions
- **Job Titles**
  - ▶ Budget Analyst or Innovation Analyst



## Opportunities & Challenges

- **Cross Departmental Training**
  - ▷ Train on budget, HR for technical positions
- **Build the Bench**
  - ▷ Who's on your negotiating team?



- **Aggressively network**
  - ▶ “She contacted me via Twitter & asked me to apply.”



## ▬ **Social media**

- “If they don’t have any social media channels, even if their website is great, I would never apply.”



- **Word of Mouth**
  - ▶ “That’s a great place to work.” or “He’s a creeper.”

# 3

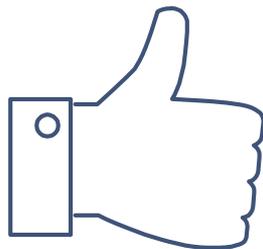
## What's Next?

(Three easy steps)



## To-Do List

- **Come to the follow up session, 3:15 in Michigan III room**
- **Join ELGL**
- **Tell your stories**



# THANK YOU!

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**3:15 - 4:45: Follow-up session in Michigan III**