

Building Strong Organizations to Meet 21st Century Challenges

Heidi Voorhees, Co-owner and President, GovHRUSA, LLC

Presentation to Michigan Municipal Executives

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Public
Workforce
2030 Summit
-- 2019



ICMA – Center for State and
Local Government Excellence



National League of Cities



ICMA-RC

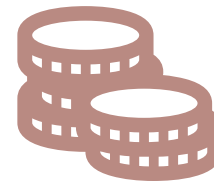
Challenges for the Next Ten Years



Demographic Shifts



Emerging
Technologies



Pension Investment
Returns



Cultural and
Generational Shifts

Public Sector Aging Workforce

- 45 – median age of government employees
- 2012 – 46% of local government employees put their retirement plans on hold due to the recession
- 2016 – 21% of local government employees said their retirement plans are still on hold.
- 54% of local governments reported an increase in retirements between 2014 and 2015.

Source: Civicplus – Is Your Local Government Ready for the Silver Tsunami?



City Managers –
An Aging Group

	1971	2006
City Managers Under Age 40	71%	13%
City Managers Under Age 30	26%	1%

Source: ICMA

Biggest Trend Shaping the 2030 Workforce?



Diversity and Inclusion – 28%



Rebuilding public service commitment – 17%



Evolving Services – 17%



Public/Private Partnerships – 15%



Automation – 14%



Contractual Staffing – 9%

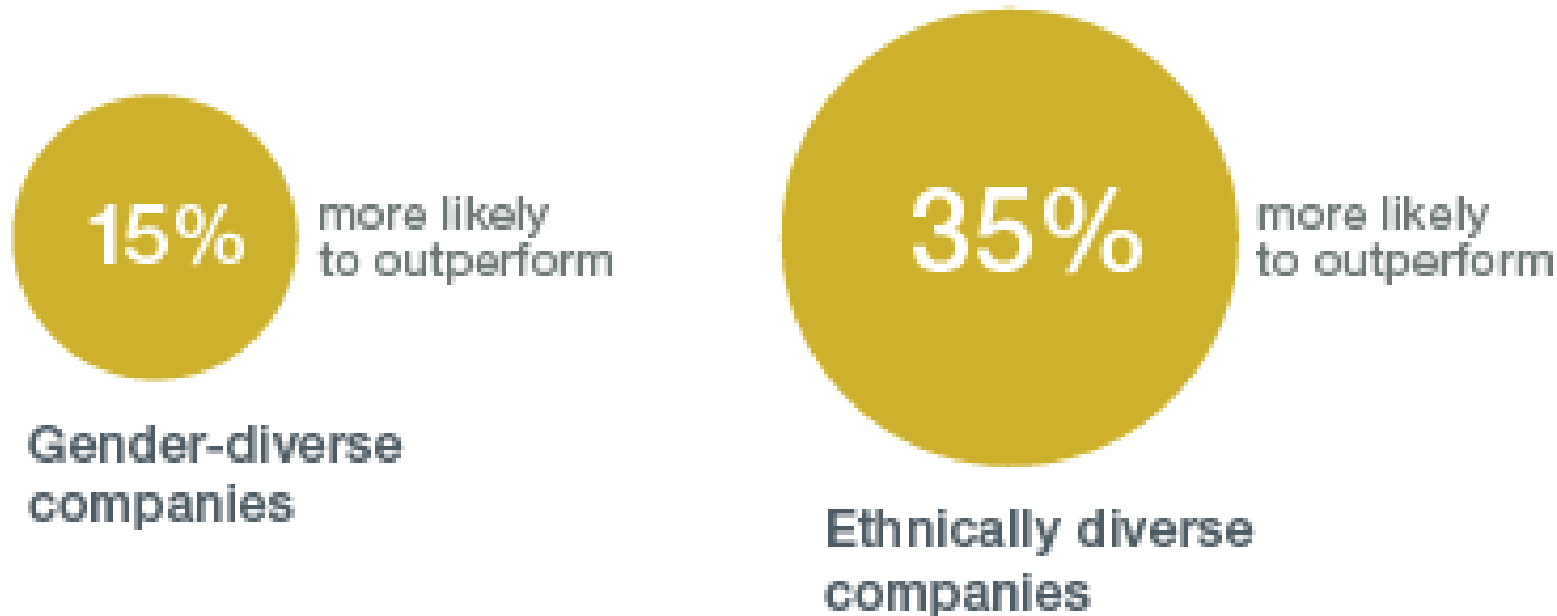
How Our
Communities
Are
Changing

	<u>2016</u>	<u>2030</u>	<u>2060</u>
White	77%	74%	68%
Non-Hispanic White	61%	56%	44%
Black	13.3%	13.8%	15%
Asian	5.7%	6.9%	9%
2 or more races	2.6%	3.6%	6.2%

Source: Brookings Institute

Diversity's dividend

What's the likelihood that companies in the top quartile for diversity financially outperform those in the bottom quartile?¹



¹Results show likelihood of financial performance above the national industry median. Analysis is based on composite data for all countries in the data set. Results vary by individual country.

Source: McKinsey analysis

Credit Suisse Study

Examined 2,360 companies
from 2005-2011



The researchers found that companies with one or more women on the board delivered higher average returns on equity, lower gearing (that is, net debt to equity) and better average growth.

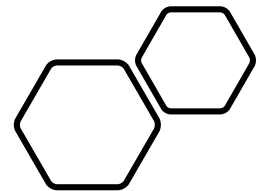
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	White	Black	Hispanic	Asian
Boomers (55+)	75%	10%	9.1%	4.6%
Gen X (35-54)	61%	12%	19%	6.4%
Millenials (18-34)	55%	13.9%	20%	6.4%

Age Groups by Race/Ethnicity

Source: U.S. Census Population Statistics



30% of ICMA members are women.

15% of CAO positions are occupied by women (14% in MI)

37% of #2 positions are occupied by women (33% in MI).

46% of other positions are occupied by women (40% in MI)

Notably in 2012, 3% of CAOs were African American

Local Government Statistics

Source: <https://icma.org/data-women-members-profession>

The Challenge of Diversity

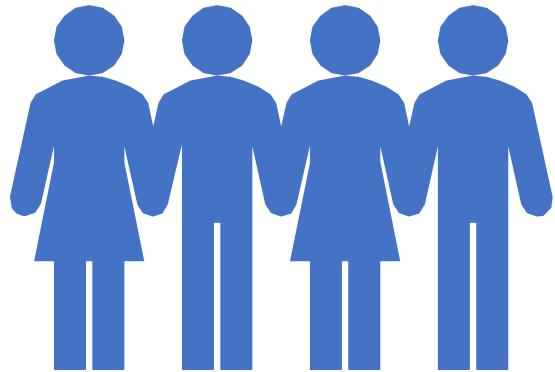
Research shows diversity can bring discomfort, less cohesion and lack of trust;

Generally people like to be with people like them;

People fear saying the wrong thing or offending someone.

Source: Scientific American: How Diversity Makes Us Smarter.

The Value of Diversity

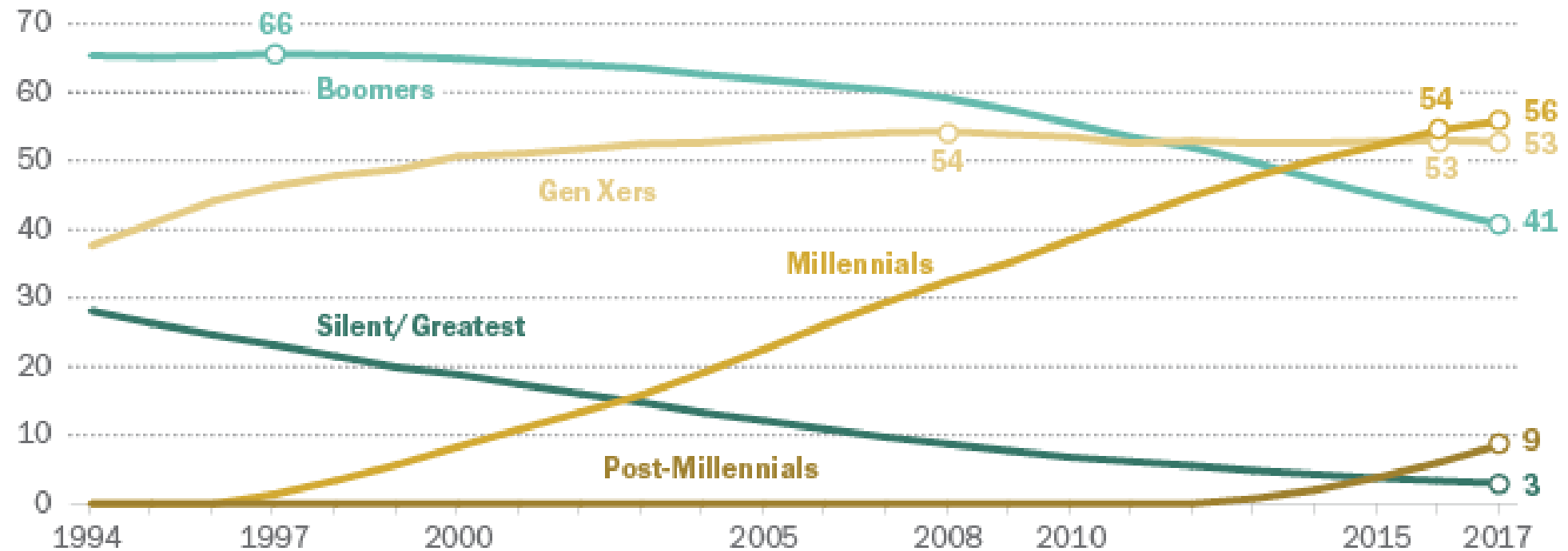


- Organizations that represent the communities they serve
- Non homogenous groups bring different points of view and work harder to reach consensus
- This hard work can lead to better outcomes

Source: Scientific American: How Diversity Makes Us Smarter.

Millennials became the largest generation in the labor force in 2016

U.S. labor force, in millions



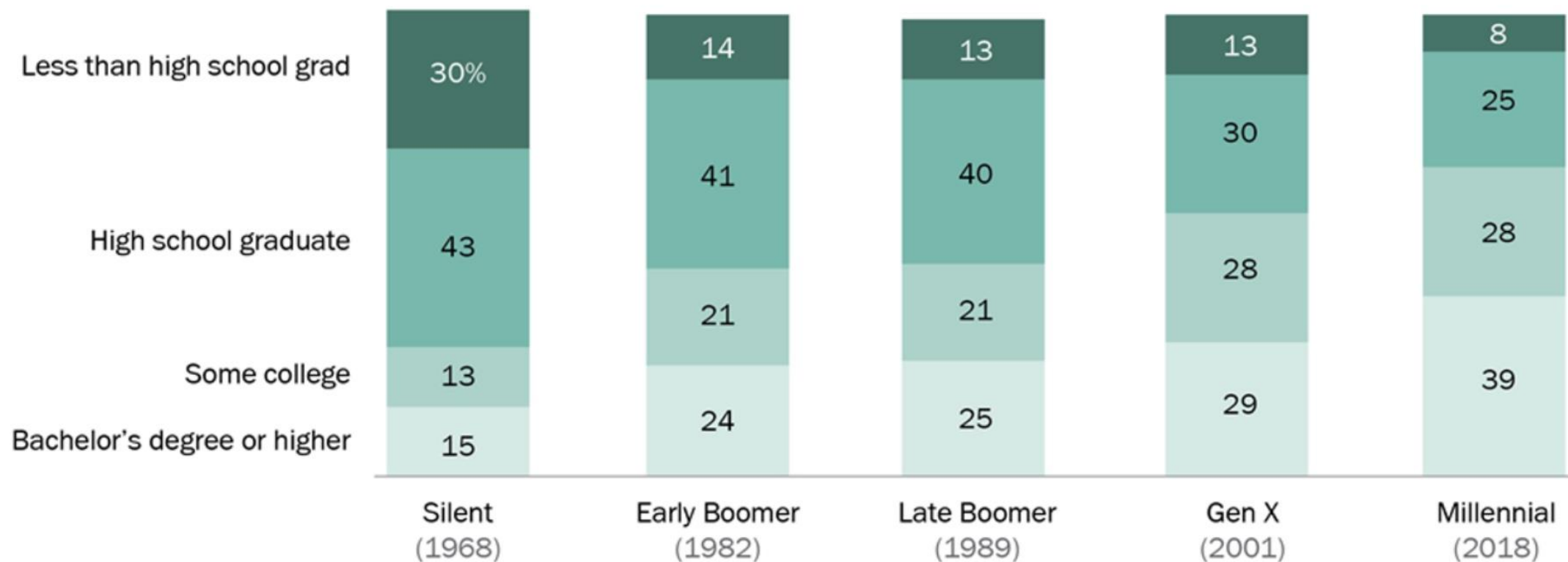
Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.

Source: Pew Research Center analysis of monthly 1994-2017 Current Population Survey (IPUMS).

PEW RESEARCH CENTER

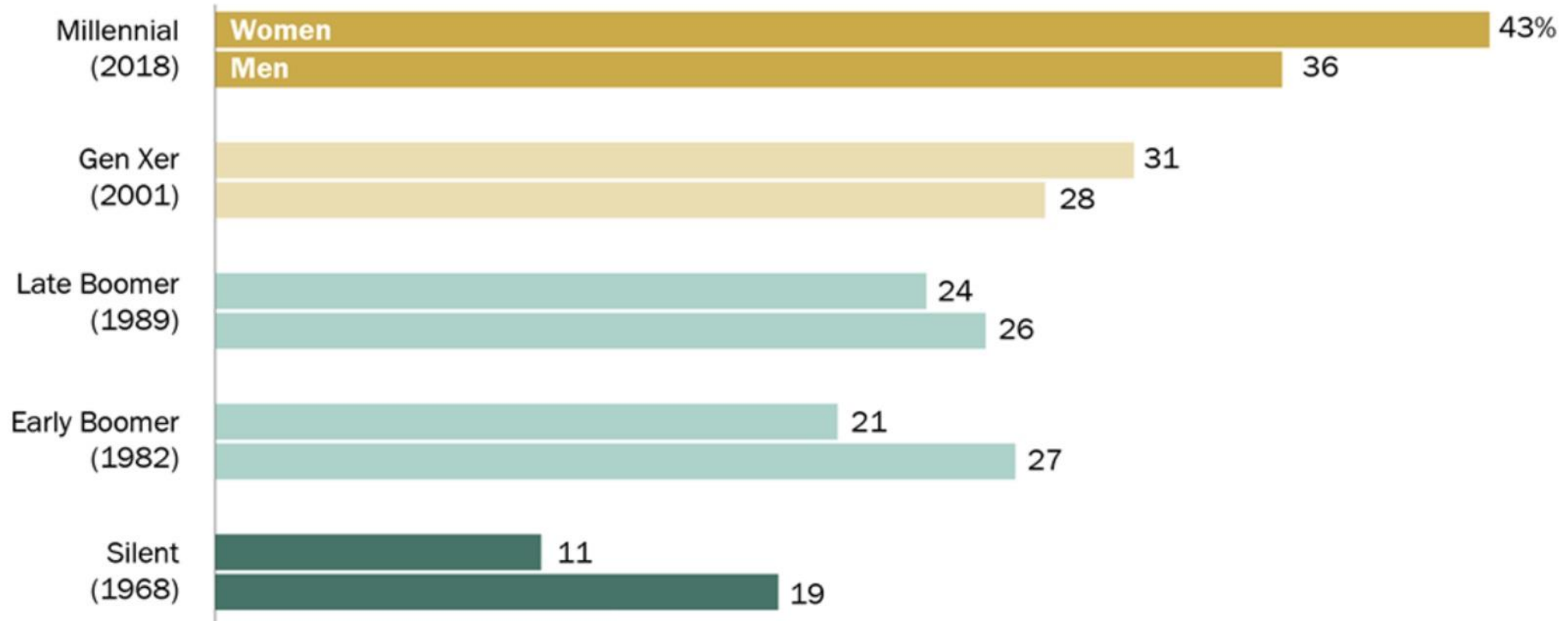
Millennials are better educated than prior generations

Educational attainment of 25- to 37-year-olds (%)



Among Millennials, women outpacing men in college completion

% of 25- to 37-year-olds who have completed at least a bachelor's degree



What Young People Want in Their Careers



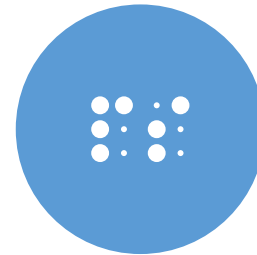
WORK/LIFE BALANCE –
62%



JOB SECURITY – 57%



DEDICATED TO A CAUSE
OR FEEL I AM SERVING A
GREATER GOOD – 49%



BE COMPETITIVELY OR
INTELLECTUALLY
CHALLENGED – 34%



BE A LEADER OR
MANAGER OF PEOPLE –
26%

Source: Universum annual survey of 65,000 U.S. college students and MBA students

It's A Perfect Storm of Opportunity



APWA Taps
Into
Workforce of
Tomorrow

[https://www.facebook.com/APWAChicagoMetro/
videos/434848514128262/](https://www.facebook.com/APWAChicagoMetro/videos/434848514128262/)

Important Attractors Offered by Employers

Respect for employees – 53%

Secure employment – 52%

Creative and dynamic work force – 49%

Professional training and development – 45%

Friendly work environment – 45%

Five Ideal Employers!

FBI

National
Institutes of
Health

NASA

Department
of State

Peace Corps

Hard to Fill Positions: Trend

Source: SLGE.org – State and Local Government Workforce Survey 2019

	2015	2019
Policing	15%	32%
Engineers/Engineering	12%	29%
Maintenance Worker/Laborer	3%	24%
Skilled Trades	3%	24%
Dispatch	5%	22%
Building Permit/Inspections	4%	17%

Skills Sought

- 75% -- Interpersonal
- 57% -- Technology
- 52% -- Written Communication
- 31% -- Management
- 20% -- Other
- 15% -- Public Speaking/Presentations
- 13% -- Finance

Source: SLGE.org – State and Local Government Workforce Survey 2019

Recruitment and Retention – What Employees Want

- Listen – (Respect)
- Stop Micromanaging – (Respect)
- Address Performance Issues
- Conduct Regular, Productive Staff Meetings (creative and dynamic workplace)
- Encourage Professional Development and New Ideas (Professional training and dev)
- Don't Play Favorites
- Be Emotionally Consistent
- Practice Patience and Optimism
- Respond to Email
- Give Direction

Source: GovHRUSA

“Listen” as the Word of the Year



“You’re not listening to what you’re hearing.”

CartoonStock.com

Five Culture Killers

- Top down management style
- Failure to foster a workplace that is inclusive and diverse
- Unethical conduct by leaders
- Leaders failure to address unethical conduct
- Failure to communicate and/or listen

Five Culture Enhancers



Leading productive, effective and inclusive meetings



A combination of internal and external hiring



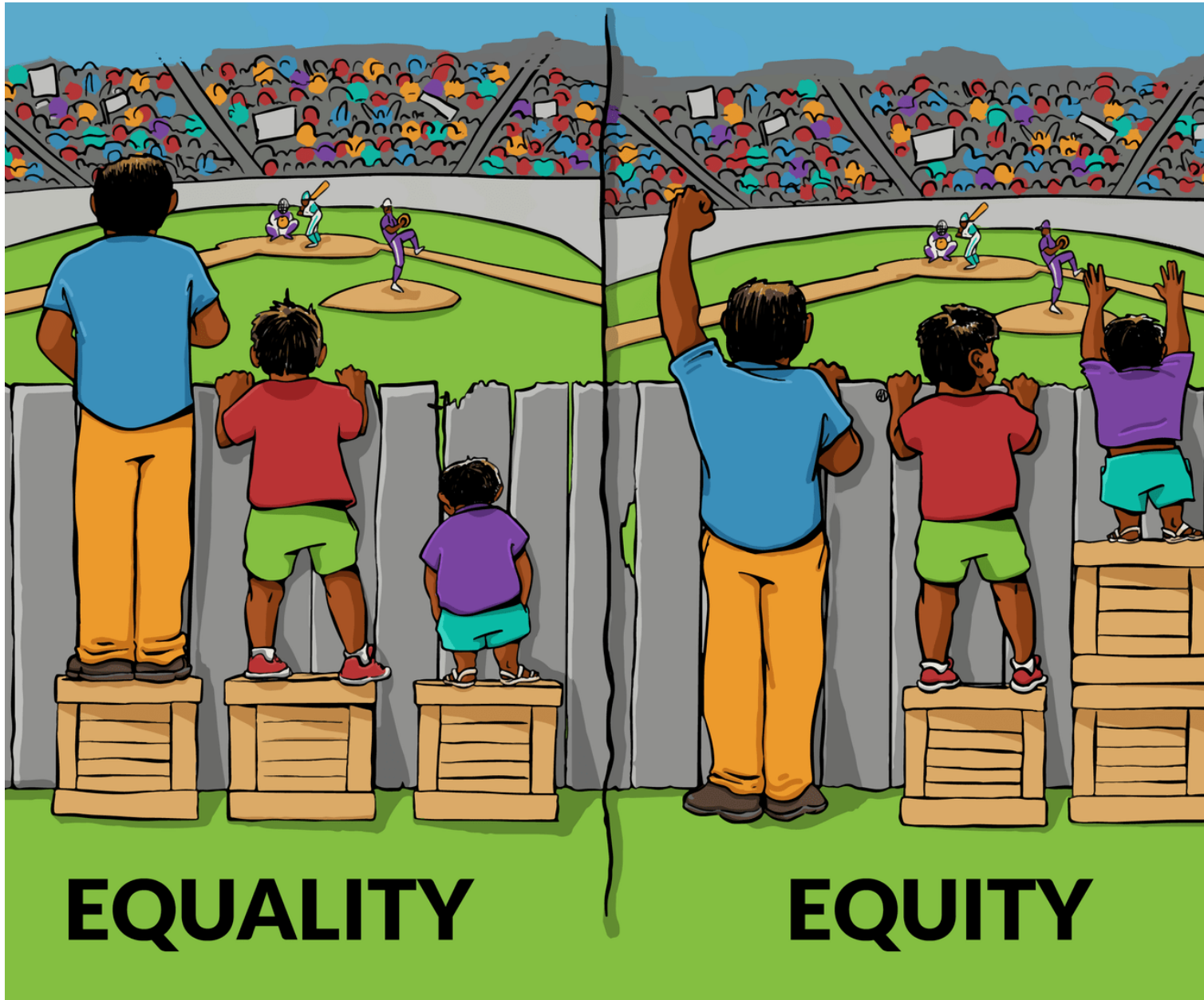
Effective on boarding of new employees



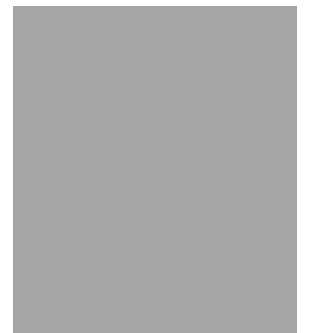
Regular senior leadership engagement with employees



Exit interviews with the Manager



It Is Not
Always a
Level
Playing Field



No or Low Cost Ways to Level the Playing Field

- Focused conversations with current employees
- Welcoming outreach
- Partnerships with community colleges and high schools
- Paid internships for community college students
- Invest in test prep, licenses and certifications for technical staff



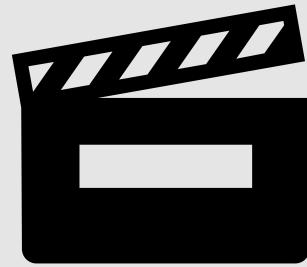
Unintentional Bias in Recruiting and Hiring

- Go where the candidates are
- Blind job applications
- First impressions
- “Similar to me” bias
- Negative emphasis
- Non-verbal bias

Professional Development – Grow Your Own!

- Consider Internal “Universities” and webinars
- Develop Mentoring Programs
- Look for Local Conferences (APWA, etc)
- Talk to Employees About Career Goals

Consider a Video to Market Your Organization



- A source of pride (and fun) for employees
- Markets you to your community and potential employees
- Connects with technology focused younger cohorts
- Does not have to be expensive!

<https://www.youtube.com/watch?v=vqhkzHcG20s>