

LOCAL GOVERNMENT RECRUITMENT AND RETENTION: WHAT MANAGERS NEED TO KNOW

WEDNESDAY, OCTOBER 26, 2022 | 10:30 AM – 12:00 PM

HOSTED BY:



IN PARTNERSHIP WITH:



THANK YOU FOR JOINING US!



Host & Moderator

MELISSA KUEHNE
Senior Program Manager
Institute for Local Government



WEBINAR OVERVIEW

Welcome

State of the Regional Workforce, County of San Luis Obispo

Recruitment and Retention Strategies, Peckham & McKenney

Panel Discussion

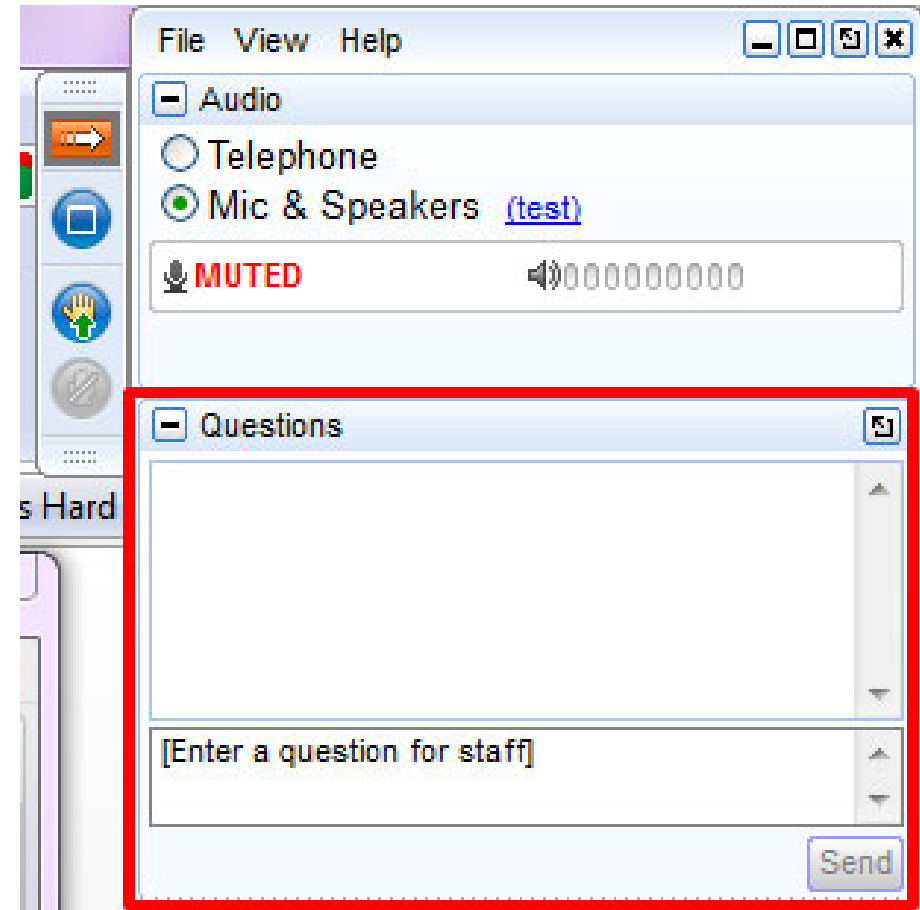
Audience Q&A

Wrap Up & Adjourn

We welcome your written questions and comments in the question box throughout the webinar

HOW TO ASK A QUESTION DURING THE WEBINAR

- All webinar participants will be on MUTE during the entire call.
- Please TYPE any questions into the question box at any time during the webinar.
- The moderator will read your questions during the question period at the end of the webinar.



ABOUT ILG



NON-PROFIT, NON-PARTISAN AND HERE TO HELP

- The Institute for Local Government is the non-profit training and education affiliate of three statewide local government associations
- Together with our affiliates, we serve over 2,500 local agencies – cities, counties and special districts
- We provide practical and easy-to-use resources so local agencies can effectively implement policies on the ground



**California Special
Districts Association**
Districts Stronger Together

ILG'S PROGRAMS AND SERVICES

Program Areas

Leadership & Governance

Civics Education & Workforce

Public Engagement

Sustainable & Resilient Communities



Services

Education & Training

Technical Assistance

Capacity Building

Convening

Our mission is to help local government leaders **navigate complexity, increase capacity & build trust** in their communities

TODAY'S PRESENTERS



TAMI DOUGLAS-SCHATZ
Human Resources Director
County of San Luis Obispo



TARA SCHULTZ
Executive Recruiter
Peckham & McKenney



TONY DAHLERBRUCH
Executive Recruiter
Peckham & McKenney



TAMI DOUGLAS-SCHATZ
Human Resources Director
County of San Luis Obispo





STATE OF THE REGIONAL WORKFORCE

With appreciation to Monterey, Santa Cruz, Santa Barbara, and Ventura
Counties for providing data for this presentation

AGENDA

- Labor market conditions
- Lifecycle of an employee and current challenges
- Employee expectations
- Recruitment and Retention promising practices



Inflation has risen around the world, but the U.S. has seen one of the biggest increases

BY DREW DESILVER



WSJ Wall Street Journal
Goldman Sachs Rolls Out New Worker Benefits to Combat Employee Burnout
 Goldman Sachs Rolls Out New Worker Benefits to Combat Employee Burnout
 3 days ago

CNN
Vaccine mandate for some health care workers blocked in 10 states
 3 days ago

Fortune
The Great Raise is the solution to the Great Resignation
 The so-called Great Resignation has rocked the U.S. labor market, but it's just
 1 day ago

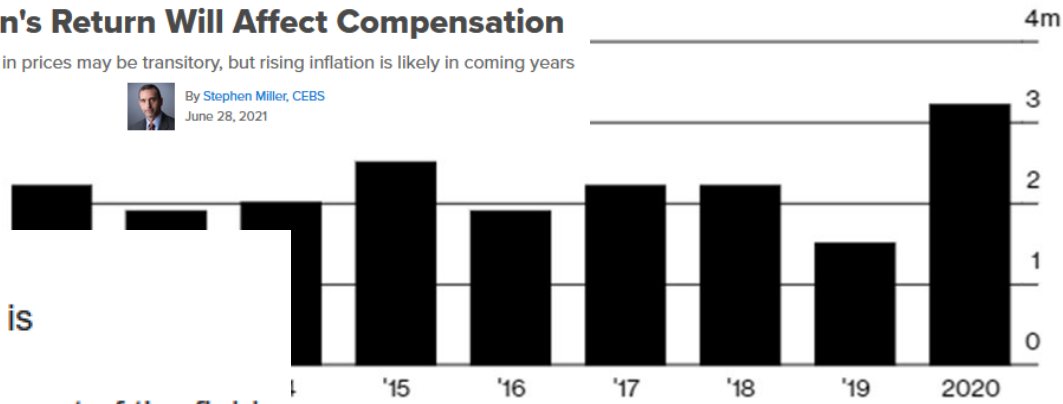
WLOS
Pandemic fatigue is pushing many healthcare workers out of the field
 (WLOS) — Pandemic fatigue: healthcare workers say it's real, leading many to leave the profes
 1 hour ago

Annual Increase in Retired Baby Boomers in the U.S.

Inflation's Return Will Affect Compensation

A recent spike in prices may be transitory, but rising inflation is likely in coming years

By Stephen Miller, CEBS
 June 28, 2021

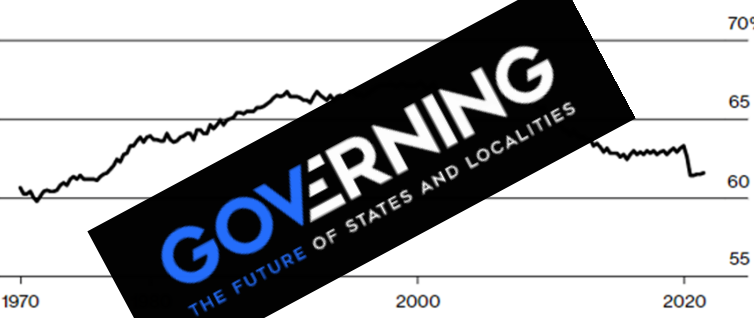


er analysis of Ipums data

Great Resignation: If workers want to lock in good jobs, we need unions
 "Striketober" may be over, but workers aren't stopping

NEOGOV
JOB SEEKER REPORT
 2021

U.S. Labor Force Participation Rate



Data: Bureau of Labor Statistics

Viewpoint: Does FFCRA Leave Exhaust FMLA Leave?

First responder PTSD costs rise for Minneapolis

The workers picking up the slack in the Great Resignation

Workers who haven't quit amid the Great Resignation are covering for their former col
 1 day ago

Women Leave the Workforce

■ U.S. participation rate, women (seasonally adjusted) ■ Participation rate, men

More Than Childcare Support Is Needed To Bring Working Mothers Fully Back to the Workforce

Companies need to...



'Striketober' has been a long time coming and is only the beginning

BY EDWARD M. SMITH, OPINION CONTRIBUTOR — 10/27/21 12:01 PM EDT
 THE VIEWS EXPRESSED BY CONTRIBUTORS ARE THEIR OWN AND NOT THE VIEW OF THE HILL

465 CO

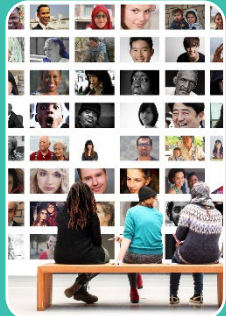
Parental Burnout Continues Its Toll in 2021, Fueling Large Talent Losses

4.8M current cases of parental burnout could be prevented

Cal-ICMA
 California Consortium
 A State Affiliate of ICMA

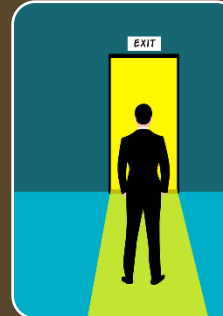
LABOR MARKET CONDITIONS

Pandemic Accelerates Workforce Trends Already in Motion – Will Not “Return to Normal”



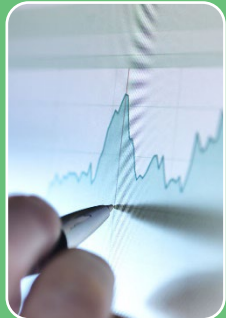
LABOR & SKILLS SHORTAGE

- Baby Boomer retirements **and rising turnover are leaving** skill gaps in the existing workforce
- Millennials and Gen Z workers will represent 75% of the US workforce **by 2025**. Preferences for mobility, gig-work, **flexibility, work-life balance** will increase.
- 2.3 Million fewer women are in the workforce



GREAT RESIGNATION – JOB MARKET ON FIRE

- Low unemployment, and intense competition for talent
- Workforce has been shrinking since 2020
- Increase in turnover
- Organizations are trying everything: money, culture, and flexibility, to avoid business and service disruption



RISING INFLATION

- The Consumer Price Index for All Urban Consumers (CPI-U) is 8.9% over the last 12 months.
- Along with labor shortages, rising inflation is **driving higher compensation pressure** impacting Labor Relations, Compensation and Benefits programs



INCREASING REGULATION

- OSHA/Cal-OSHA, CARES & ARPA Unemployment and Healthcare changes, CFRA Expansion, Reduced Settlement Agreement Protections for Employers and more pending Federal changes (Healthcare/Paid FMLA)
- Expansion of Unfair Labor Practice Qualifications
- Increasing regulation is not a new trend and is expected to continue

LABOR MARKET CONDITIONS

What has worked is no longer working



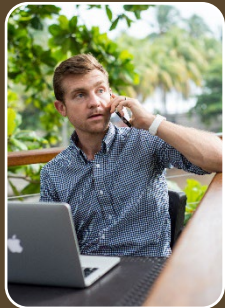
INCREASING UNION MOMENTUM

- In October 2021, Roughly 25,000 workers walked off their jobs, demanding better pay and benefits, and improved workplace protections
- Strikes happen in waves, and **may increase unionization**
- **Power shift to employees in a job seekers market**



HARD INSURANCE MARKETS

- Historically, very stable programs
- Rising insurance costs driven by wildfires, public sector cyber security risks, work comp claims increase, litigation settlements, and jury verdicts



EMPLOYEE EXPECTATIONS

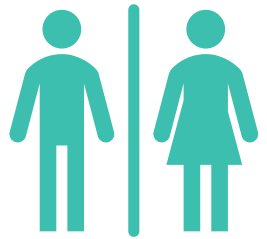
- Competitive Wages
- Increased benefits options
- Flexible Work and telecommuting
- Work Life Balance
- Purpose
- Diversity, equity, inclusion



COVID-19, HEALTH & SAFETY

- COVID19 changed perspectives and requirements about safety in the workplace
- Stress, decreased focus and decreased productivity linked to safety
- Daily health checks

EMPLOYEE DEMOGRAPHICS

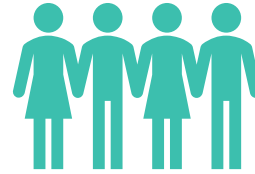


41%
1,173

59%
1,704



43
Median Age
(47 in 2015)



34% Non-White
Ethnic Origin



6 Years
Median Time in Service
(8.98 years in 2014)



54% Tier 3
Pension Status

Median Time in Service:

Ventura – 7.3

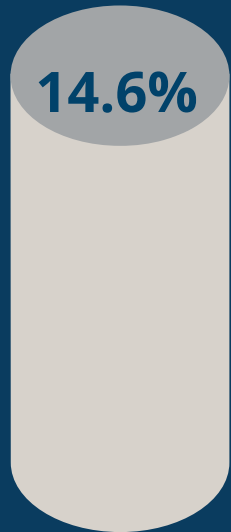
Monterey – 5.75

Santa Cruz - 6.81

Santa Barbara 9.6

Increasing Turnover

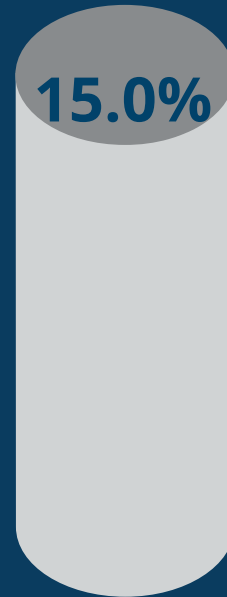
Employee turnover continues to rise.



County of SLO



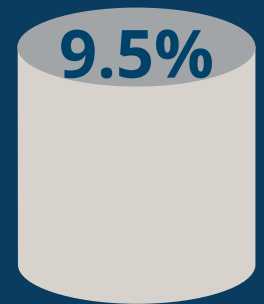
County of Santa
Barbara



County of
Ventura



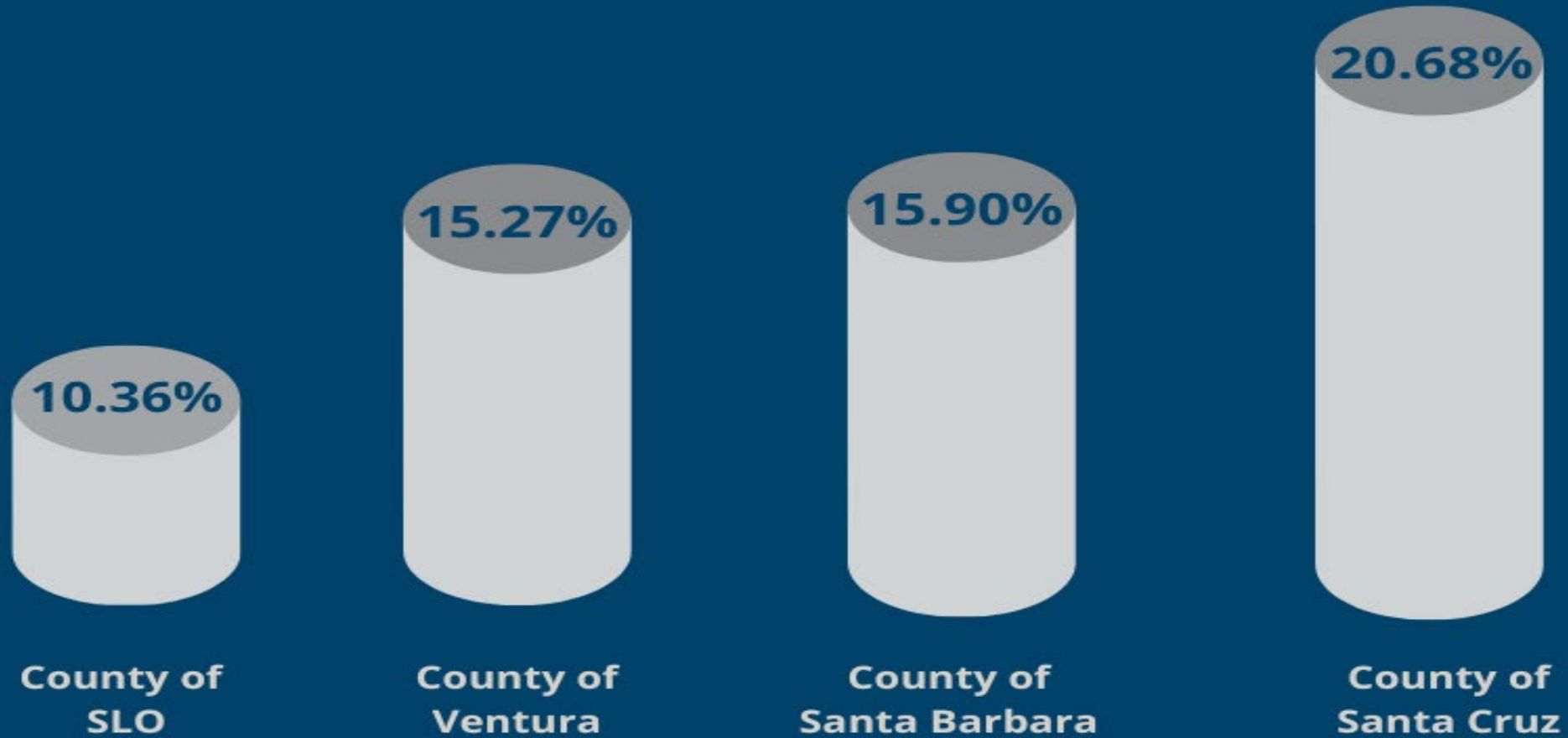
County of Santa Cruz



County of Monterey



Vacancy Rates



PUBLIC SECTOR APPLICANTS

- According to NeoGov, the number of applications per job has dropped 21% since 2015

County	Application Reduction
County of SLO	22% over 5 years
County of Santa Barbara	41% over 5 years
County of Ventura	36% over 5 years
County of Santa Cruz	57% over 5 years
County of Monterey	23% since 2020



INCREASE IN FAILED RECRUITMENTS



SPECIFIC PUBLIC SECTOR ISSUES

1

ISSUES WITH MINIMUM
QUALIFICATIONS AND
EDUCATION
RESTRICTIONS



2

PENSION
COSTS



3

SLOW TO ADOPT
AND IMPLEMENT
CHANGE



4

COMPETITIVE WAGES
AND CREATIVE
RECRUITMENT AND
RETENTION PROGRAMS



5

HOUSING COSTS
AND AVAILABILITY



HOW ARE EMPLOYEES DOING?

Key Issues Impacting Employees County and Nationwide

← ← ← ← ← ← Work Flexibility → → → → → →

Employee Burnout

- **Employee stress is increasing** with heavier workloads, kids at home, elder care, and a volatile political environment – all on top of the stress from COVID-19.
- Some employees may not realize they are experiencing burnout.
- **Healthcare worker fatigue** and **Safety PTSD** are rising.
- Fueling talent loss
- Vacancy rate causes increased responsibilities

Safety at Work

- Physical Safety
- Mask adherence
- Vaccines
- Psychological Safety
- Employees are more concerned with safety for themselves and their families than pre-pandemic and **expect their employers to play a greater role**
- **Safety is political**

Mental, Financial, Health & Wellness

- Increased levels of anxiety and depression **drive down** employee **productivity**
- Deferred Healthcare increases costs
- Financial health is a top concern among employees and a top contributor to poor mental health.
- **Flexibility needs are here to stay**

Childcare

- Disproportionately impacts **women**
- Providers are closing decreasing availability and delaying ability for mothers to return to work
- Cost are rising due to labor shortage
- 28% of respondents to the health benefits survey said they have a need for child or elder care. 264 EEs.

Equity & Inclusion

- The disparate impact of the pandemic is becoming increasingly clear and it's **resulting in very different needs amongst workers**. Low-wage, frontline workers and employees of color are much more likely to consider leaving at rates higher than pre-pandemic to seek higher-quality jobs, more security, safety and better pay.

Sources include: Mayo Clinic, Center for Disease Control, Harvard Business Review, National Safety Council, U.S. Department of the Treasury

WHAT CAN YOU DO?

Know your data

Focus on hiring for aptitude

Focus on learning and development

Help employees understand their
purpose

Focus on R&R best practices



RECRUITMENT AND RETENTION IDEAS

Pay and benefit

- Increase desirability of the pension
- Highlight benefits specific to public sector
- Trailing spouse programs
- Employee Health Clinic
- Better marketing

Flex/telework

- Offer flexible benefits
- Family-friendly workplace policies
- High focus on childcare
- Adjust hours to fit the needs of employees

Other management practices

- Broaden minimum qualifications
- Adjust expectations
- Increase investment in learning and development
- Focus on employee engagement in first 2 years
- Focus marketing on who you are trying to attract (different groups want different things)
- Find creative ways to connect with staff
- Work with local partners to attract people to your areas (colleges, chambers)



TARA SCHULTZ
Executive Recruiter
Peckham & McKenney



TONY DAHLERBRUCH
Executive Recruiter
Peckham & McKenney

Local Government Recruitment and Retention: *What Managers Need to Know*

Wednesday, October 26, 2022

10:30 a.m. – 12:00 p.m.

Tara Schultz, Executive Recruiter
Tony Dahlerbruch, Executive Recruiter





Boutique Executive Recruitment Service, providing executive search services for local government agencies

Our team includes knowledgeable and experienced retired executives from local government agencies.

ANTON “TONY” DAHLERBRUCH

- Worked for cities Southern California, Arizona and Maryland
- 30 Years in local government, 12 as City Manager for Rolling Hills and Palos Verdes Estates
- Served in several different positions in Beverly Hills including Deputy City Manager.

TARA SCHULTZ

- Worked for 3 cities in the San Gabriel Valley
- 28 Years in local government with almost 3 years as City Manager for the City of Claremont
- Served as Assistant to the City Manager, Deputy City Manager, Interim Library Dir., Administrative Services Dir., Assistant City Manager, Development Services Dir., Human Resources Dir., City Manager

TWO ISSUES FACING LOCAL GOVERNMENT TODAY:

THE COMPETITION

- *“I want to know what I am competing with and make sure to offer something comparable that other cities are also offering their employees.”*

RETENTION

- *“Employees are quitting in record numbers.*
- *How can local governments keep them around?”*



HIRING LANDSCAPE

- **Change Factors:**
 - COVID – Cities adapted. Many positions learned to work remotely. We all learned and were successful.
 - “Great Resignation/Reshuffle”. Retirements have caused openings/voids between the executives and the next level down. It’s the candidate’s market.
 - Compensation (salary, benefits, relocation, bank of leave upon hire, allowance(s)) is not keeping up with the private sector.
 - Cost of living (housing and relocation) too expensive.
 - Quality of life is key after COVID:
 - Respect in the workplace
 - Work / life balance
 - Diversity and Inclusion



HIRING LANDSCAPE

- **Change Factors:**

- The Candidate:
 - Social media and/or personal background.
 - Lack of time, experience in field. Experience is outside of public sector or California
 - Multiple employers in a short period of time
 - Multiple applications and job offers.
- Rigid/Outdated Rules:
 - Agencies are not inclined to pay at top of range.
 - Candidates may not have the combination of technical, management and leadership experience agency is willing to accept.
 - Job requirements too specific and rigid to encourage and attract large pool of applicants.
- The dreaded “Internal Candidate”



RECRUITMENT STRATEGIES AND CONSIDERATIONS

SOME IDEAS

- Be an attractive employer
 - Active in professional organizations
 - Be an organization known for good government and good governance, civility, professionalism and respect. People are watching
 - Embrace innovation, creativity, change
 - Create and maintain a reputation of organizational development, training, employee engagement.
 - Provide work/life balance
- Diversity, Equity & Inclusion
 - Integrate DEI (diversity, equity and inclusion) in policies, programs, procedures, public relations, decision making, and training.
- Be open
 - Don't expect long tenures
 - Don't hold out for hiring a unicorn and look for positions that are typical
 - Consider the #2 or #3 candidate
 - Hire from within



RECRUITMENT
STRATEGIES AND
CONSIDERATIONS
SOME IDEAS

- Salary & Benefits
 - Provide excellent compensation & benefits (housing, relocation, leaves, allowances, remote work)
 - Offer top of range
 - Provide for some level of remote working / telecommuting
 - Provide generous leave bank upon hiring.
 - Eliminate accrual of vacation leave and offer unlimited leave on request (eliminates unfunded liability).
- The Process
 - Streamline application process
 - Use a recruiter or dedicate an HR professional who is focused and passionate about finding applicants.
 - Have an interview panel that reflects diversity.
 - Accept “typical experience includes” rather than “requirements are”
 - Maintain confidentiality of process.
- Provide interesting, challenging and diverse project and work opportunities.



WHY ASK US?

WHAT DOES AN
EFFECTIVE RECRUITER
BRING TO THE TABLE?

We...

Have knowledge of the job market.

Are exposed to municipal leadership and organizational needs of multiple agencies.

Tailor our search to what municipal agencies are looking for.

Provide a thorough and complete search process for one price.

Actively seek and find applicants (don't "post and pray").

Understand comparative salary and benefits.

Are familiar with candidates and applicant pools.

Talk directly and frequently with clients and applicants.

Serve as a coach to applicants for their success.

POST SCRIP

IF YOU ARE INTERESTED IN A NEW POSITION...

- Apply! Understand: No one will give you a job; you must apply and earn it with a quality application reflective of your experience related to the position. Don't self select out of a process by not applying.
- Put the time in before moving on. Don't jump around. Employer want to invest in someone who will invests in them.
- Have a mentor / coach to offer input, guidance and referrals, and to be a reference.
- Network. Be engaged with other professionals and in professional organizations
- Recognize it takes time to be successful at finding and being selected for a new position.
- Write an excellent, tailored cover letter and resume. Engage with Recruiters.
- Be deliberative in your applications; don't be a perennial candidate.
- Be mindful of your presence on Social Media; you will be "googled."
- Be prepared for the interview.

ICMA | coaching program

Career Compass No. 95: Use Return-to-Office as Your Opportunity to Reset Culture

Instead of "returning to normal," leaders must look to the return-to-the-office transition as a rare opportunity to reset organizational culture and become more effective than ever. Here's how.

By Dr. Frank Benest | Apr 4, 2022 | ARTICLE

8/10/2021

Trouble-Shooting the Hiring Process for a Public Agency | California Public Agency Labor & Employment Blog

LCW LIEBERT CASSIDY WHITMORE

California Public Agency Labor & Employment Blog

USEFUL INFORMATION FOR NAVIGATING LEGAL CHALLENGES

Trouble-Shooting the Hiring Process for a Public Agency

By David Urban on August 3, 2021



SOME RESOURCES FOR
INFORMATION AND
STRATEGIES

Institute for Local Government

ICMA

Public Management Magazine

Recruiter Websites

Webinars

Thank you!

Please visit our website for more helpful tips and outstanding career opportunities:

<https://www.peckhamandmckenny.com/>



PANEL DISCUSSION AND Q&A

What questions or comments do you have for us?



ILG RESOURCES

UPCOMING ILG WEBINARS

- **Building Career Pathways for Local Government Staff**
 - **Wednesday, November 9, 3:00-4:30pm**
 - Register today: <https://www.ca-ilg.org/post/building-career-pathways-local-government-staff>
- **Hybrid Working: Culture & Accessibility Best Practices for Local Governments**
 - **Tuesday, November 29, 2:30-4:00pm**
 - Register today: <https://www.ca-ilg.org/post/hybrid-working-culture-accessibility-best-practices-local-governments>

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RECORDING AVAILABLE SOON



The recorded presentation and materials will be shared electronically with all attendees a few days after the webinar.

Thank you for joining us!



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