



Workforce of the Future: Strategies to Manage Change

Center for State and Local Government Excellence
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Webinar Presenters



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The background of the slide is a faded, light blue and white American flag, showing the stars and stripes. The text is centered over this background.

Center for State and Local Government Excellence

Promote excellence in local and state governments so they can attract and retain talented public servants.



Center for State and Local Government Excellence

- Workforce demographics and development
- Public sector retirement benefits
- Health and wellness benefits



Departments

Public Safety	Public Works	Parks & Recreation	Transit Authority/District
Office of the Mayor	Human Resources	Finance	Information Technology



**Workforce of the Future:
Strategies to Manage Change**
October 2018

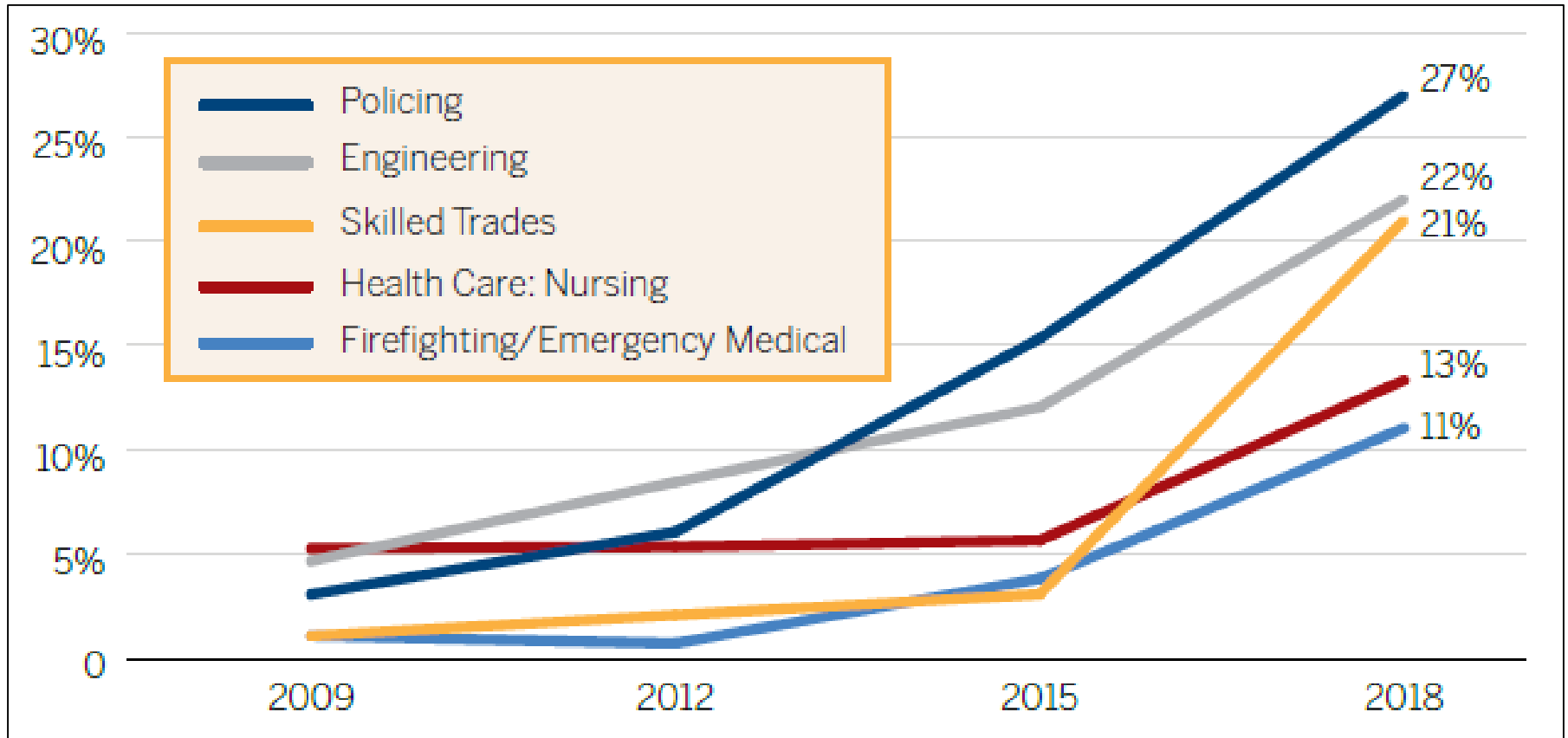
Key Workforce Strategies

- Embrace change management
- Adapt recruitment and retention strategies
- Engage workers and offer more learning opportunities
- Streamline HR processes with technology
- Retool the benefits package and offer more flexibility
- Stay on top of demographic changes and ways to build the talent pipeline.

Trends and Innovations

- Seek feedback from employees and elected officials
- Examine business processes to identify potential efficiencies
- Engage employees through surveys, training, and organized groups
- Follow up!

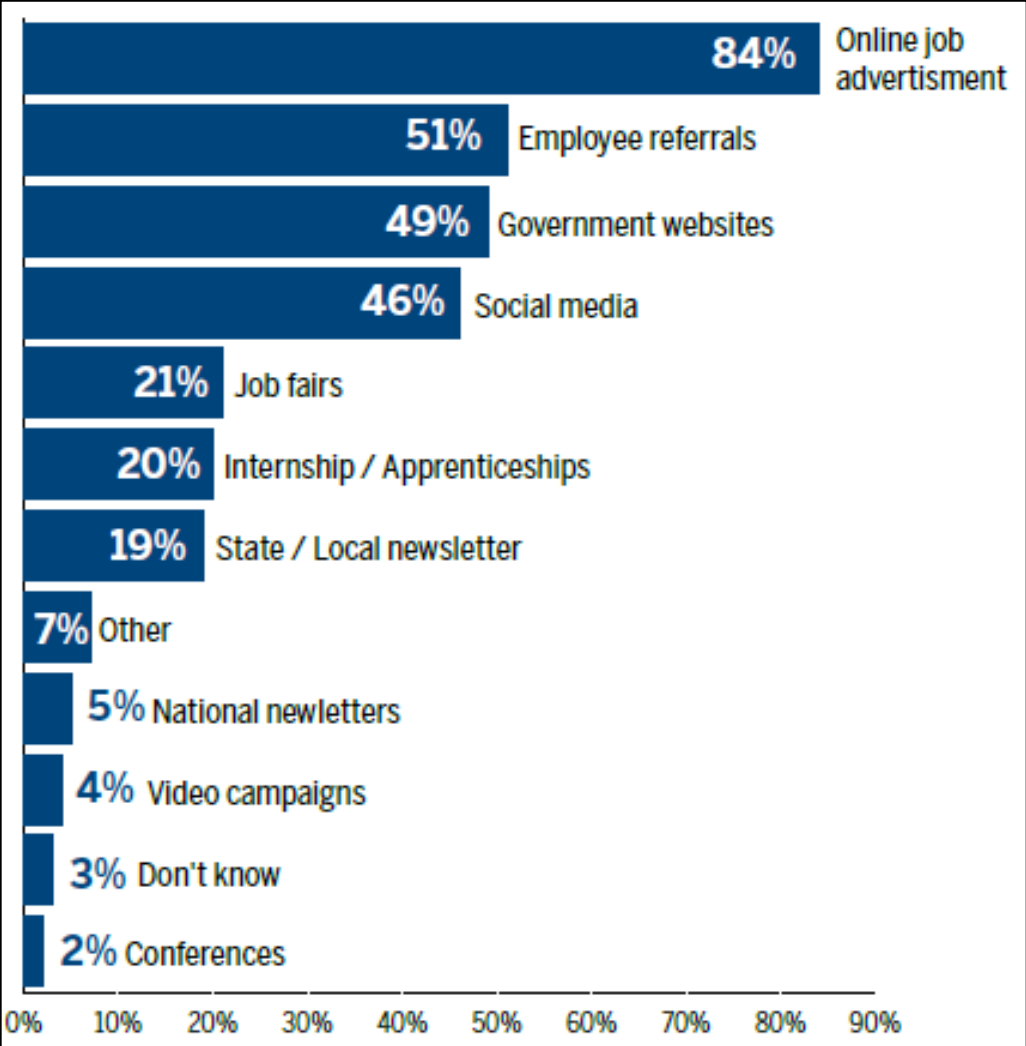
2009-2018 Hard-To-Fill Positions



Recruitment Strategies

- Minneapolis grows the pool – Community Service Officer pathway program to increase pool of police officer candidates
- Enhanced benefits –San Antonio’s Parental Leave and Paid Time Off
- Improved position descriptions in Johnson County

Social Media and On-line Strategies



Most effective at reaching qualified candidates

Seeking Diverse Candidates

- San Francisco finds talent among the disabled population; the city's fellows program has outreach to historically black colleges, among other places
- San Antonio held a virtual job fair through National Forum for Black Public Administrators network
- State of Michigan uses infographics, photos, and posters

Retention

- Succession planning in Denver prompts professional development and networking efforts
- Leadership development is a focus in the State of Michigan, the City of Centennial, Colorado, and Johnson County, Kansas
- Minnesota has an internal career development fair

Employee Engagement

State Government	28%
Local Government	31%
Private Sector	43%

Engagement Surveys

- State of Michigan – depth of survey feedback allows teams to focus on areas of greatest importance
- Johnson County implemented supervisor training as a result of employee survey data

High Touch Engagement

- Minneapolis has multiple employee group which encourages two-way communication and employee initiative
- San Antonio's women's leadership program offers engagement, mentoring, and professional development
- State of Michigan's recognition program

Streamline HR Processes with Technology

- Montgomery County, MD, identified time-consuming elements in its job application screening process
- HR identified steps in the process that could be automated
- Online candidate qualification tool allows HR to more quickly generate an eligibility list. HR works more closely with the hiring manager at the outset.

Government's Brand Advantage

- “Serving Community and Building Careers” – Minneapolis
- “Be Part of the City You Love” – Denver
- “Choose Purpose” – San Francisco

All emphasize that government is a place where you can make a difference.

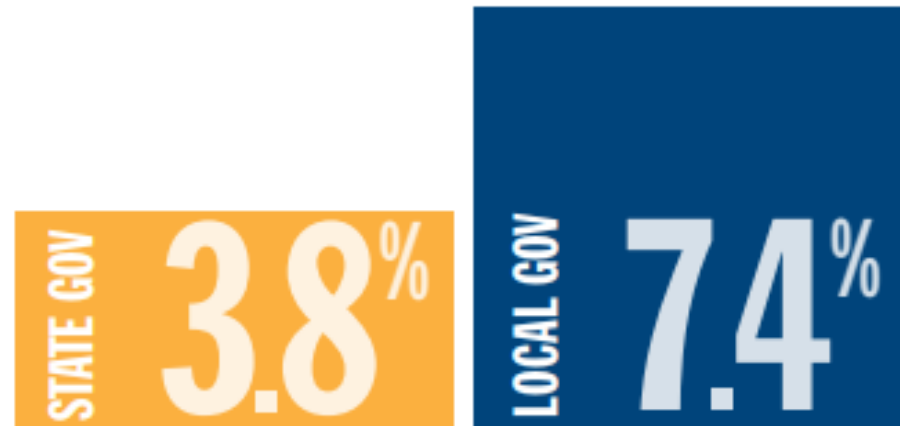
The Bottom Line

“It’s our responsibility to leave this community better than we found it.

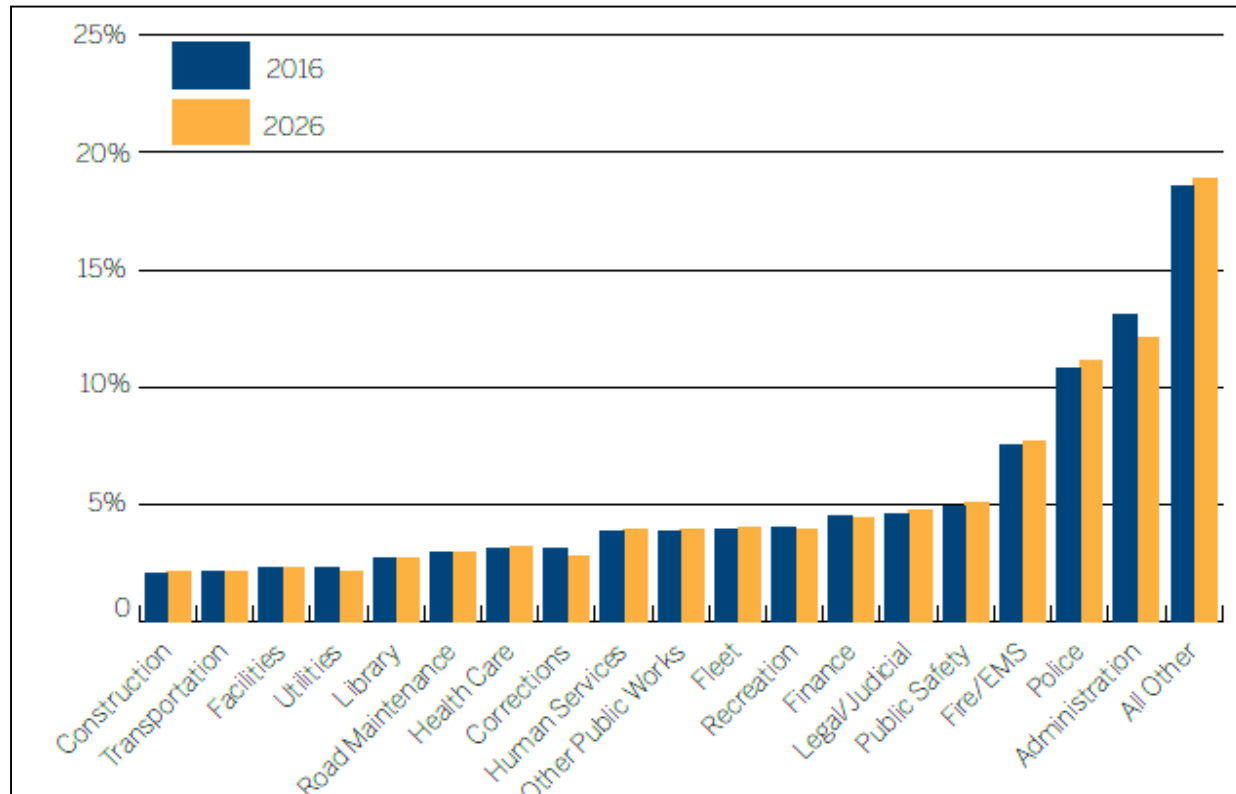
“We’re committed to doing the right thing for the right reason, for the public good.”

Mary Biere
Human Resources Manager
Johnson County, Kansas

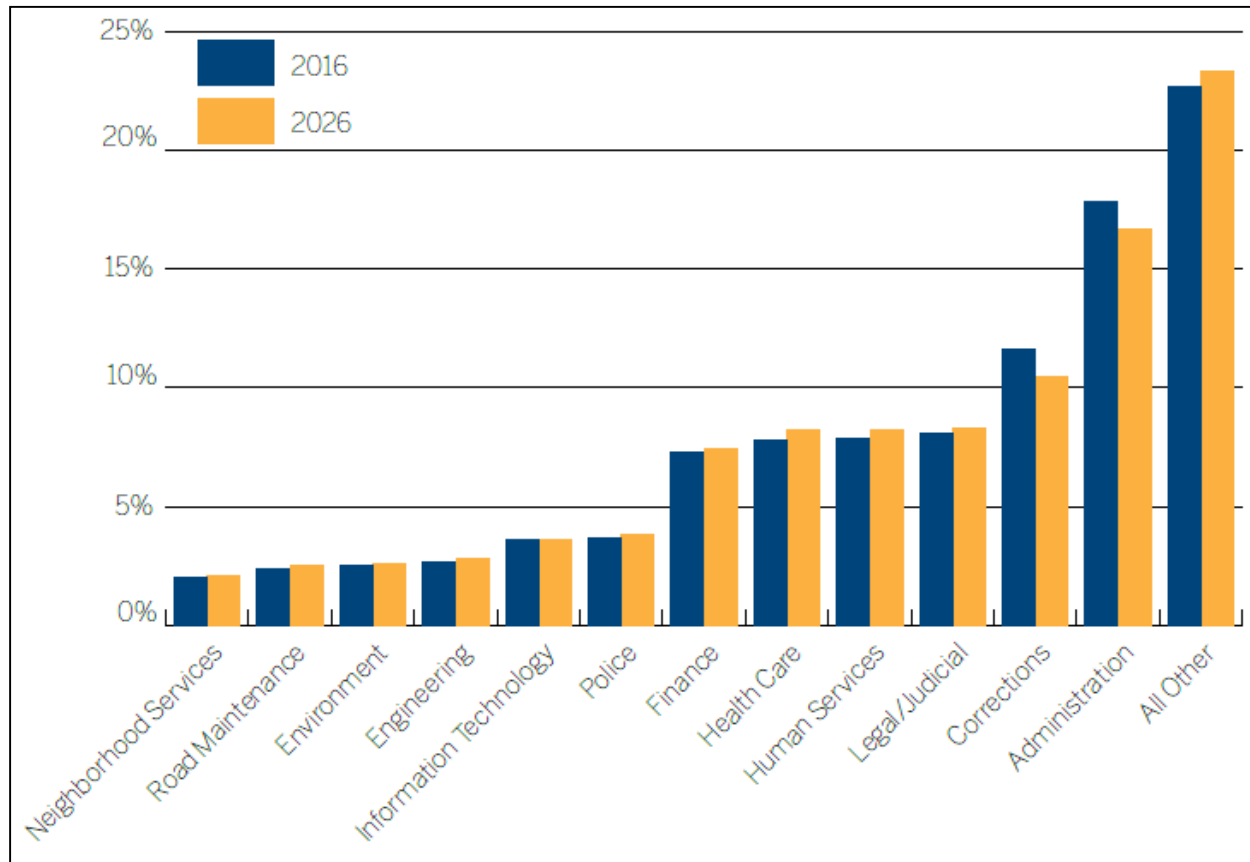
Overall Employment Growth: 2016-2026



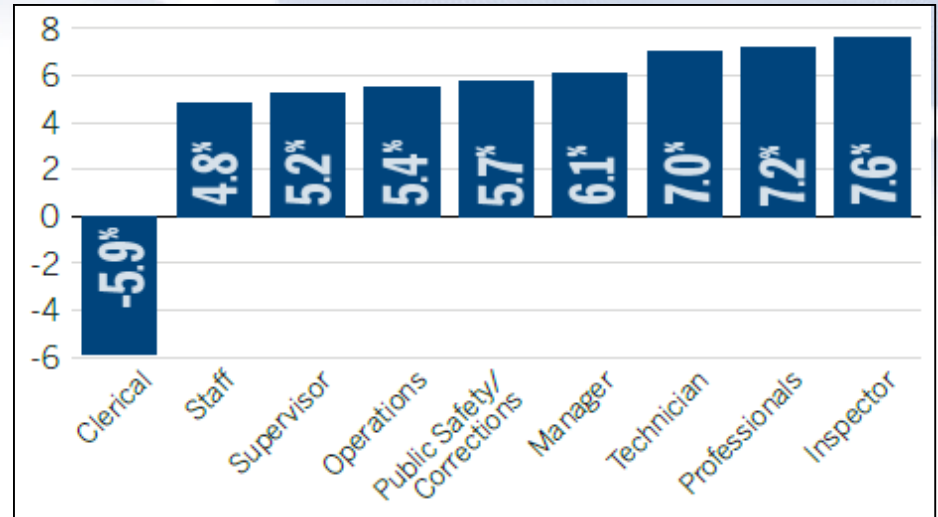
Total Local Government Employment



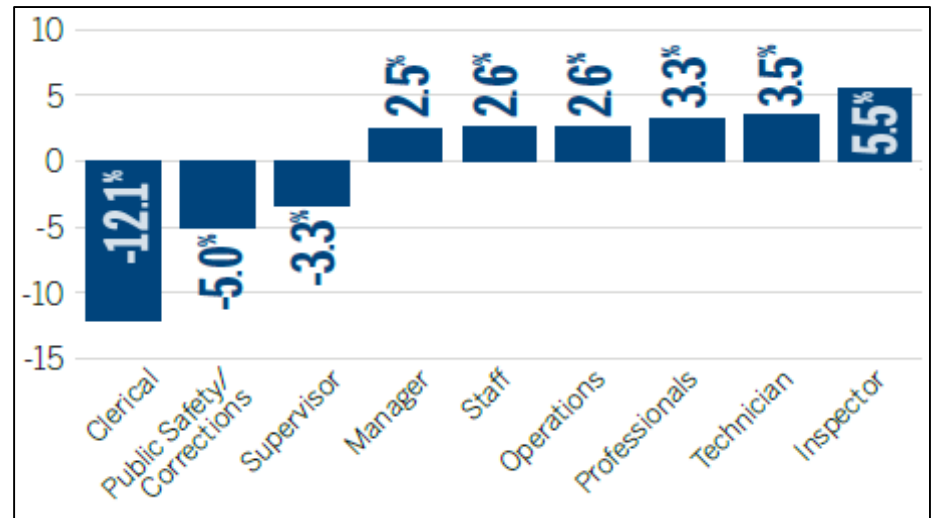
Total State Government Employment



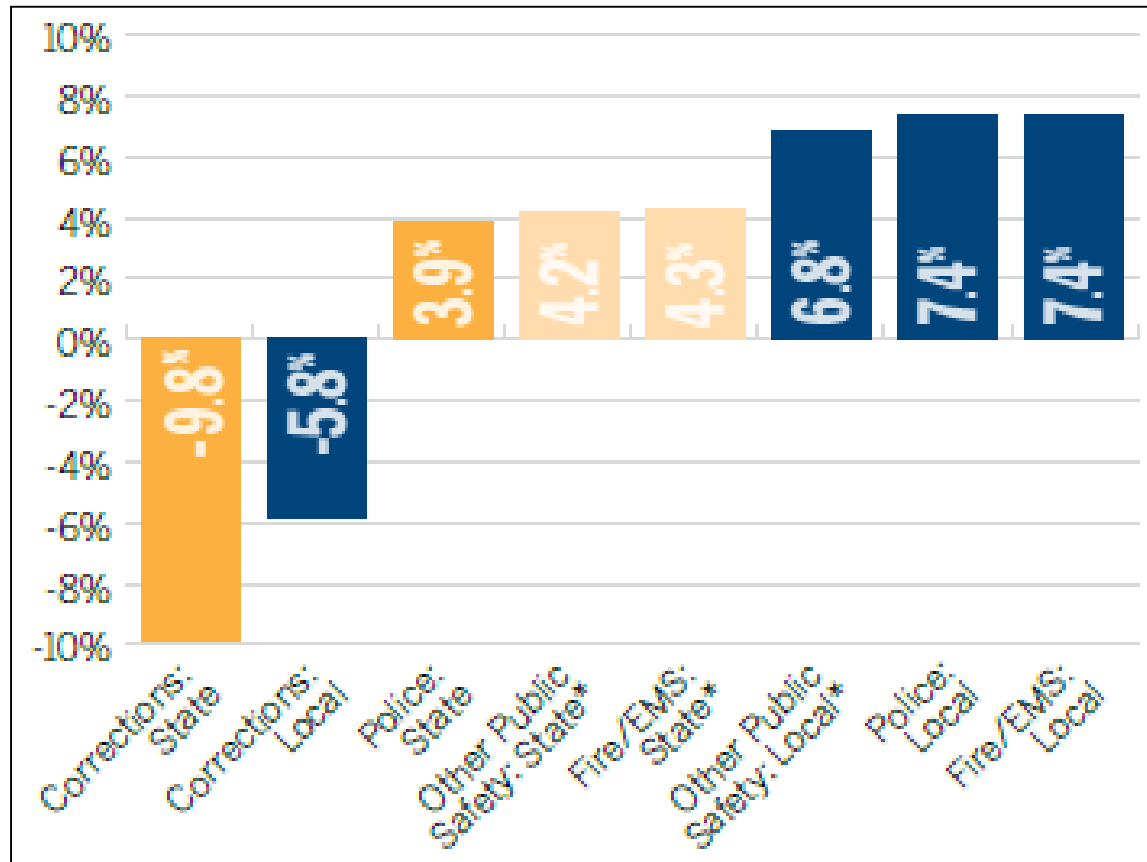
Local Change through 2026



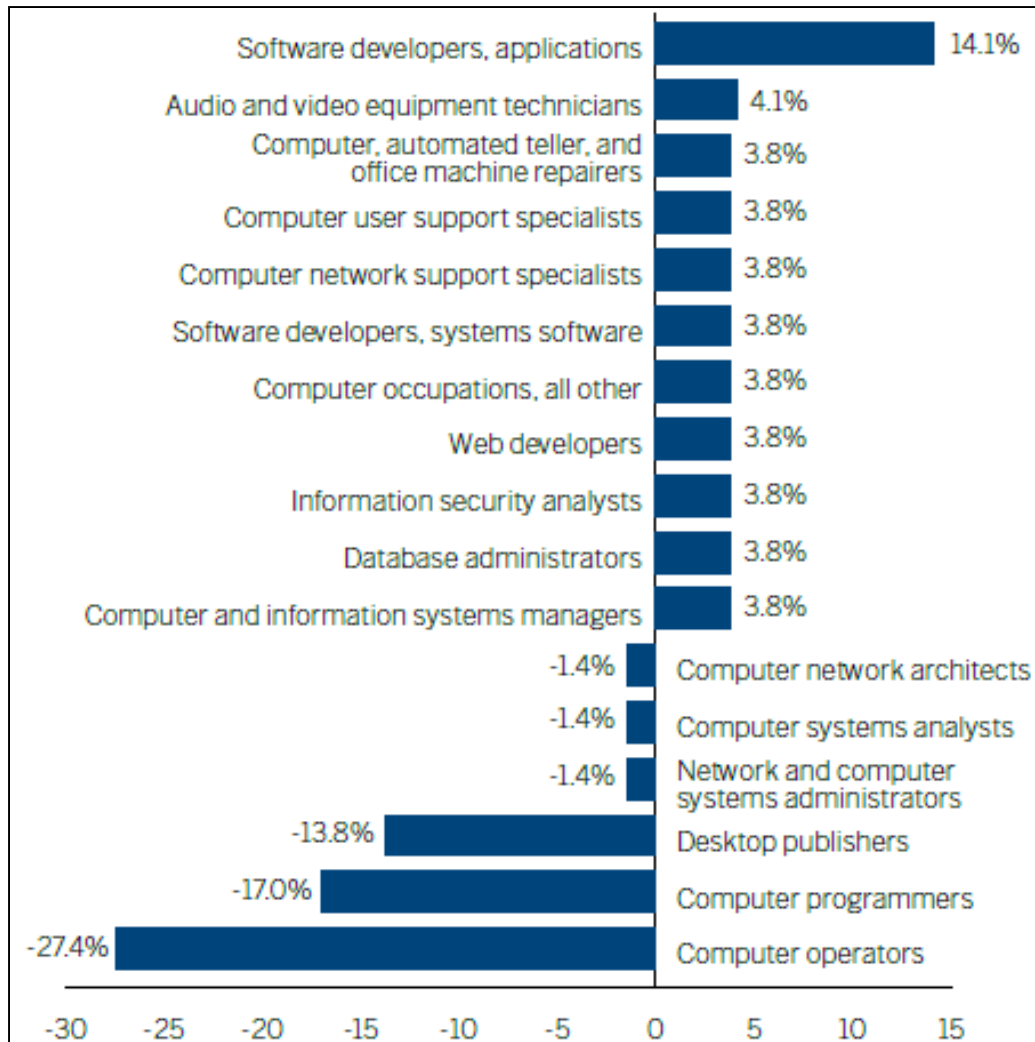
State Change through 2026



The Details: Public Safety



The Details: Information Technology

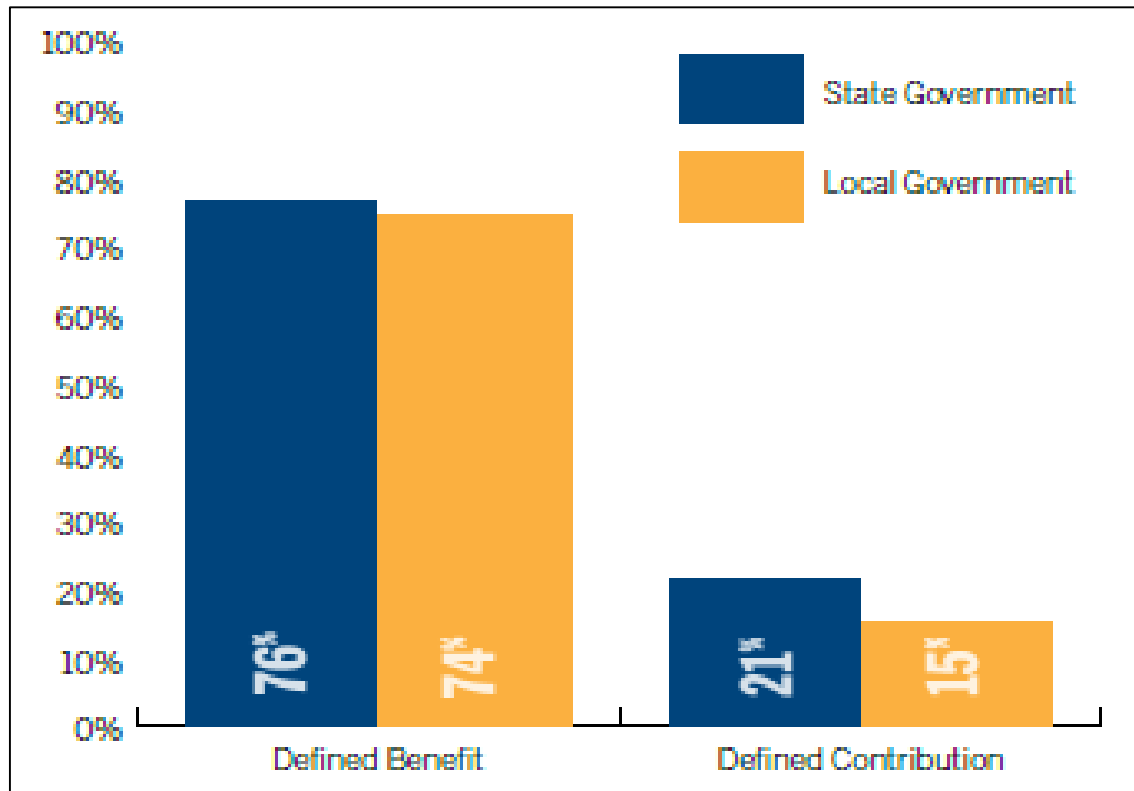


Projected state government employment changes

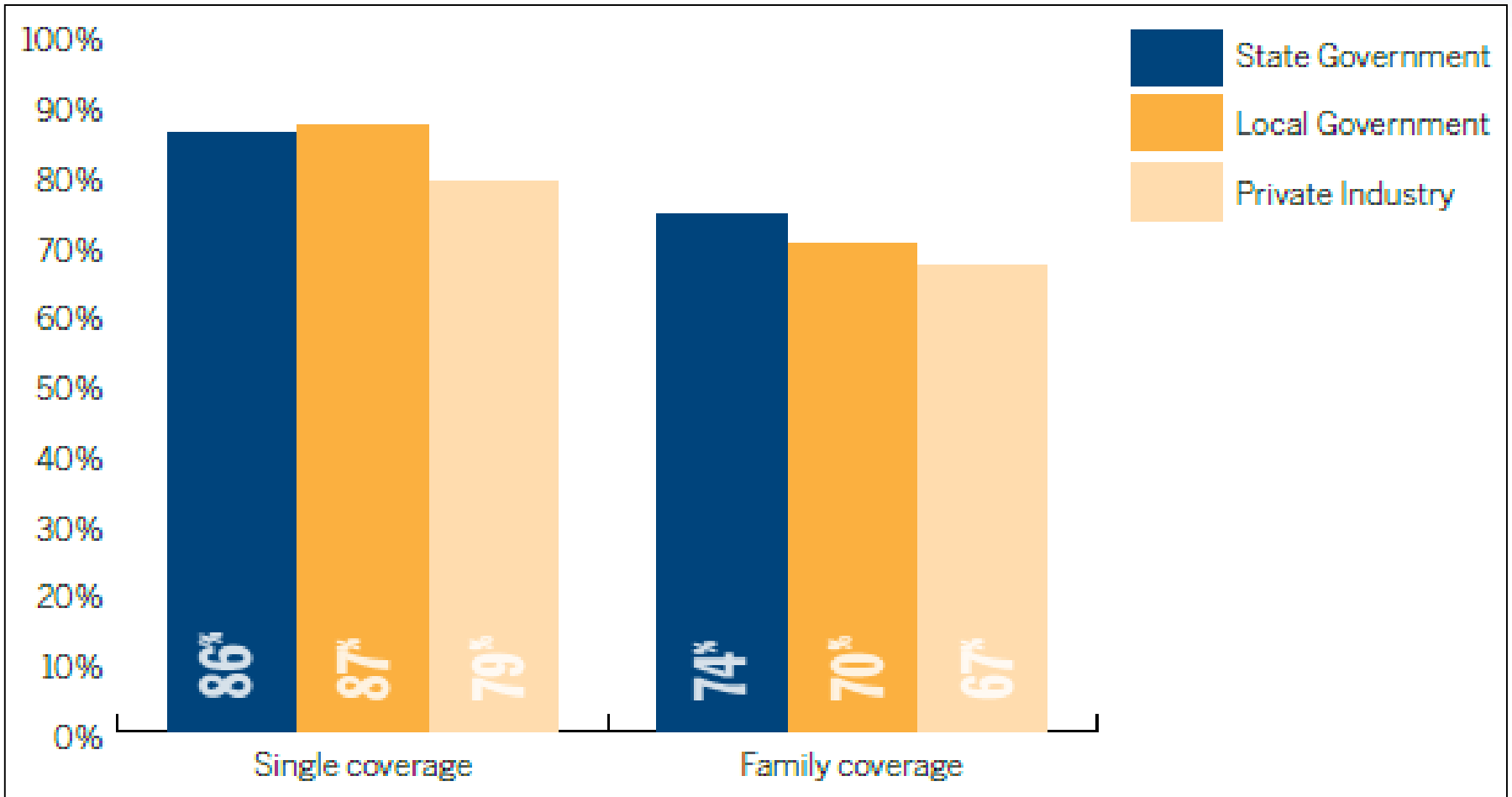
The Details: Administration

	Local Employment	State Employment
Chief executive	-8.7%	-11.8%
Executive secretaries	-19.5%	-22.2%
Customer service representatives	-3.4%	-6.6%

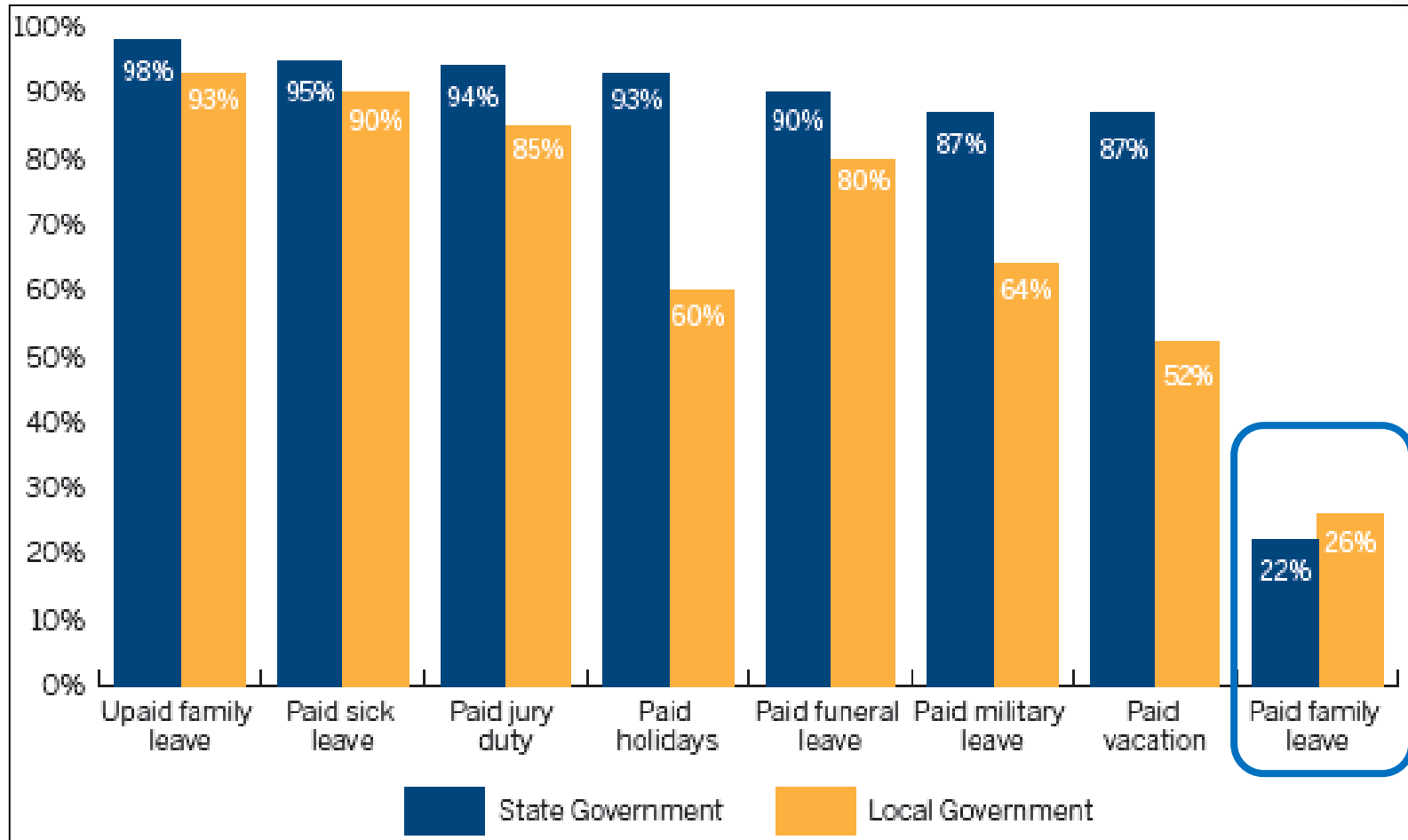
Retirement Benefits



Health Care Benefits



Paid Leave Benefits





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