



Strategic Steps for Developing the Post-Pandemic State & Local Government Workforce

Flexible Workplace Implementation

July 21, 2021



Today's Presenters



- **Gerald Young**, Senior Research Analyst, MissionSquare Research Institute
(formerly Center for State and Local Government Excellence at ICMA-RC)
- **Patrick Ibarra**, Co-Founder & Partner of the Mejorando Group
- **Kirk Bryan**, Senior Surface Specialist, State and Local Government, Microsoft Specialist Team Unit



Flexible Workplace Implementation

Gerald Young

Senior Research Analyst, MissionSquare Research Institute





SLGE is now



slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf



What is a Flexible Workplace?

- Telework
- Flexible schedules
- Job sharing

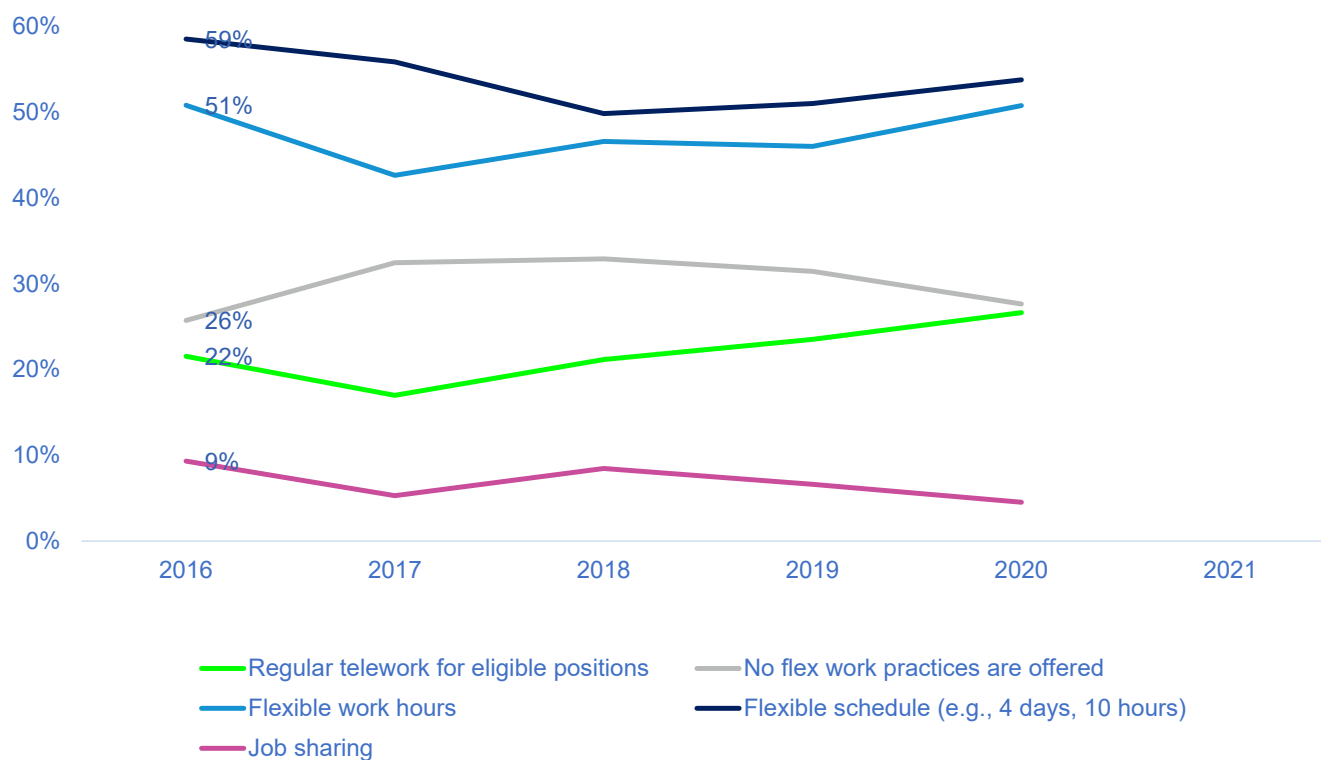


What is a Flexible Workplace?

- Telework
 - Application of technology
 - Focus on deliverables vs. in-person observation
- Flexible schedules
 - Alternate weekly schedules (e.g., 4 days, 10 hours each day)
 - Individualized schedules (e.g., staggered commutes)
 - Recognition of personal commitments
(e.g., child care drop-off times, online schooling)
- Job sharing



Baseline Data: 2016-2020

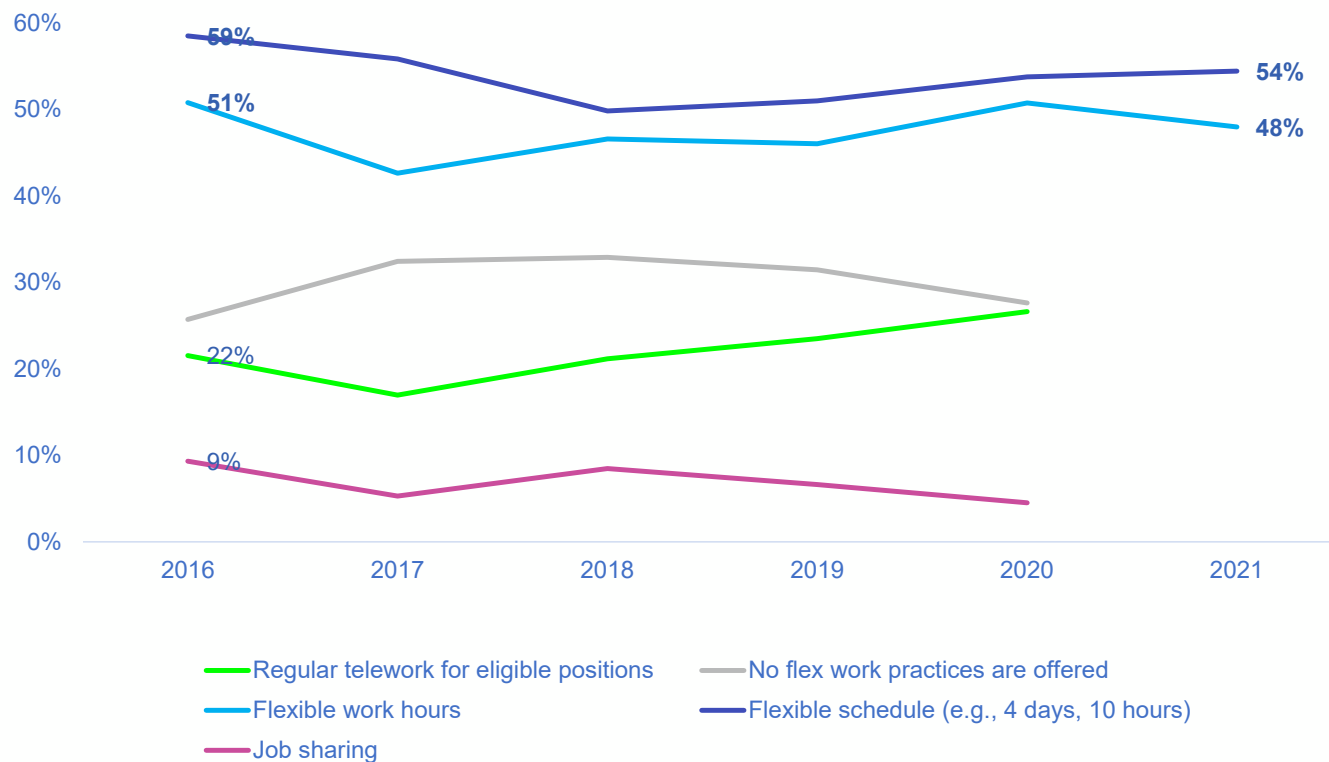


Source: 2021 Workforce Survey, MissionSquare Research Institute

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Most Common: Flexible Schedule or Flexible Hours

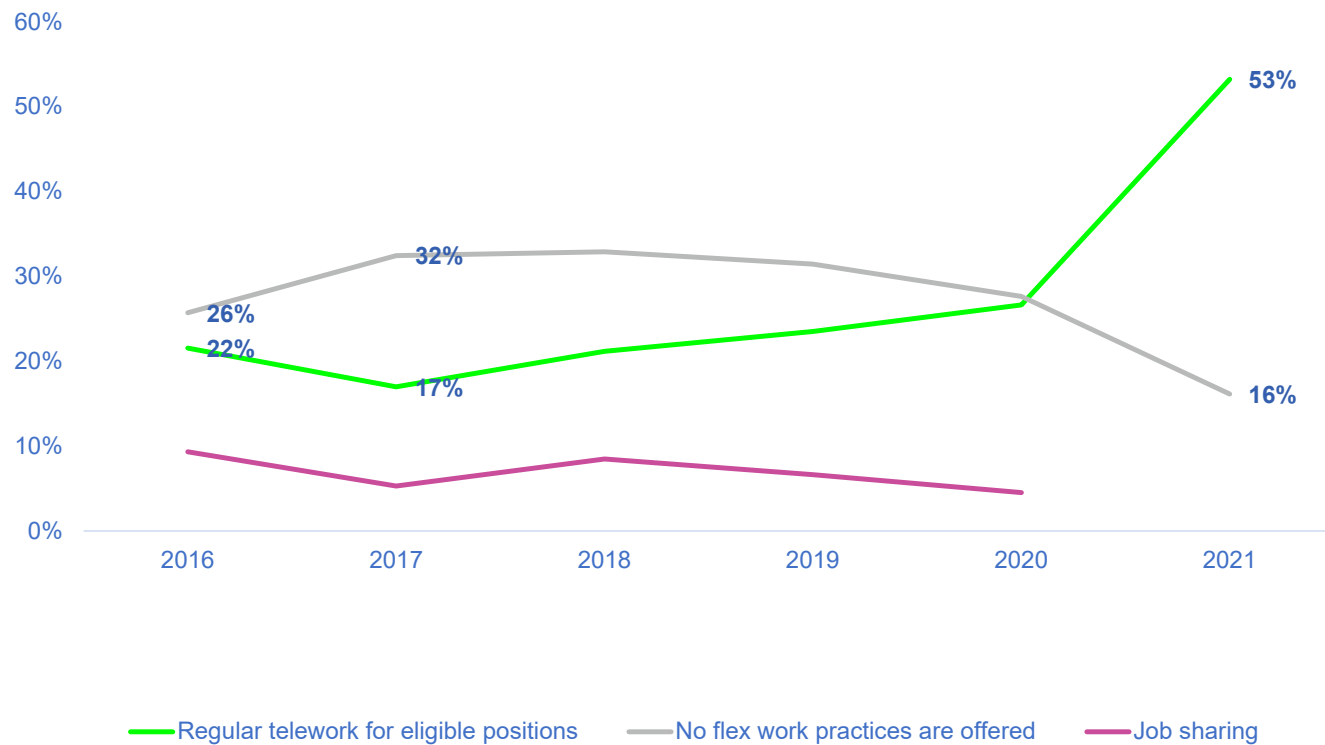


Source: 2021 Workforce Survey, MissionSquare Research Institute

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Regular Telework vs. No Flexible Work Practices

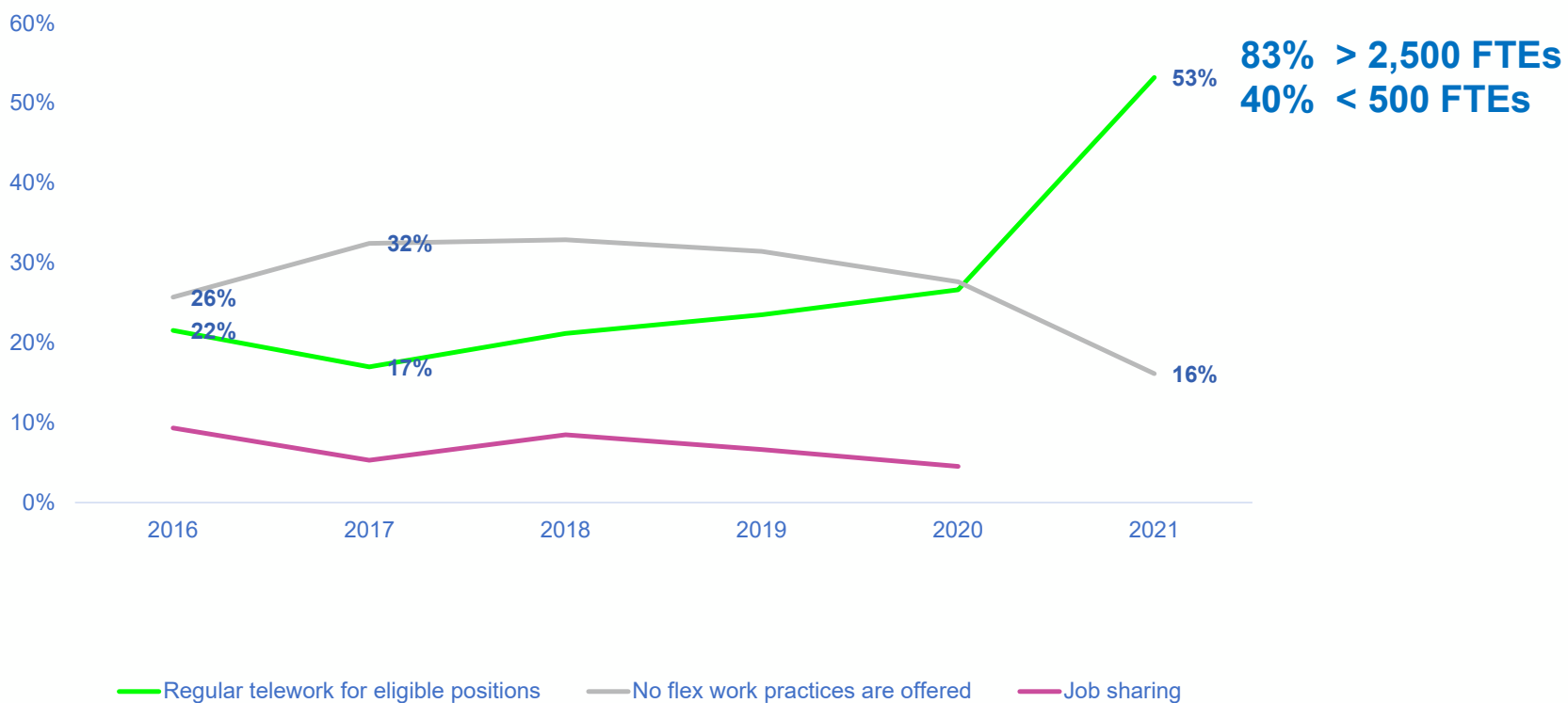


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Regular Telework vs. No Flexible Work Practices

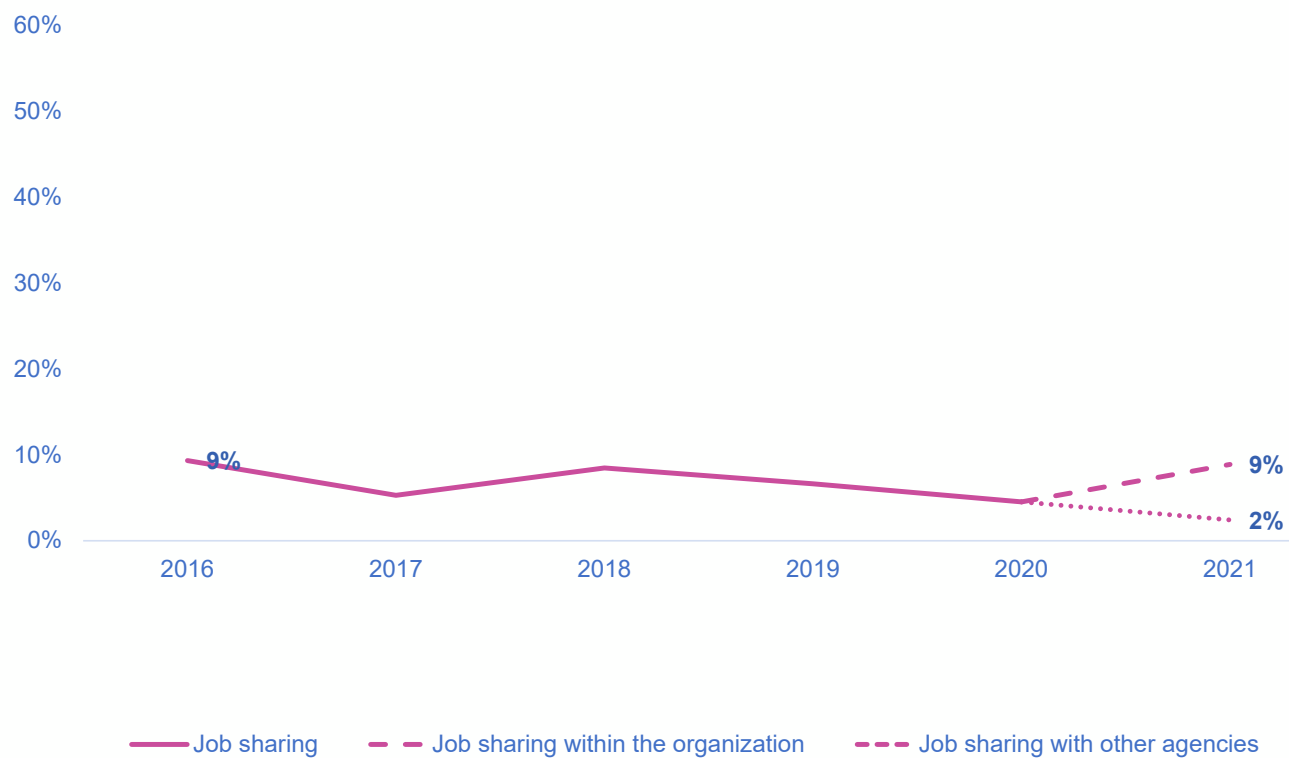


Source: 2021 Workforce Survey, MissionSquare Research Institute

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Job Sharing



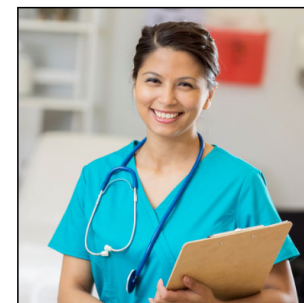
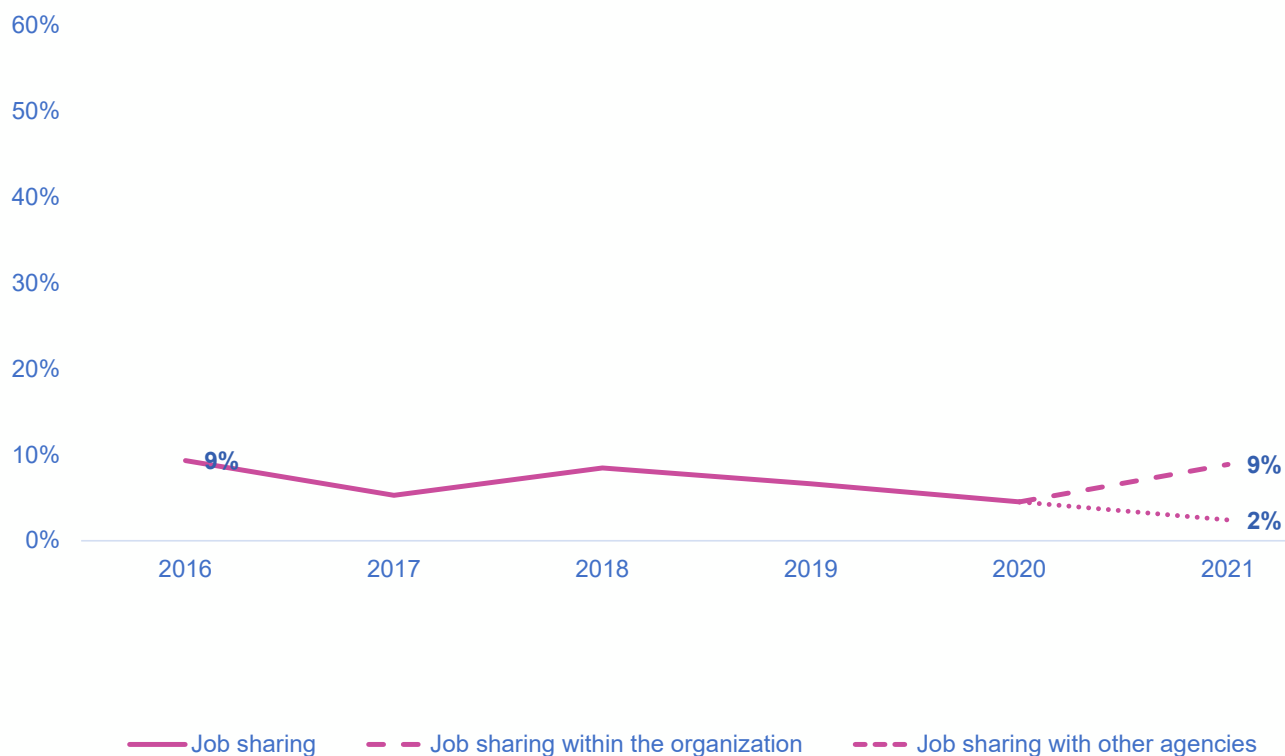
Source: 2021 Workforce Survey, MissionSquare Research Institute

<https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



<https://slge.org/resources/shared-staffing-in-public-health-collected-resources>

Job Sharing



**Shared Staffing in Public Health:
Collected Resources**

June 23, 2020

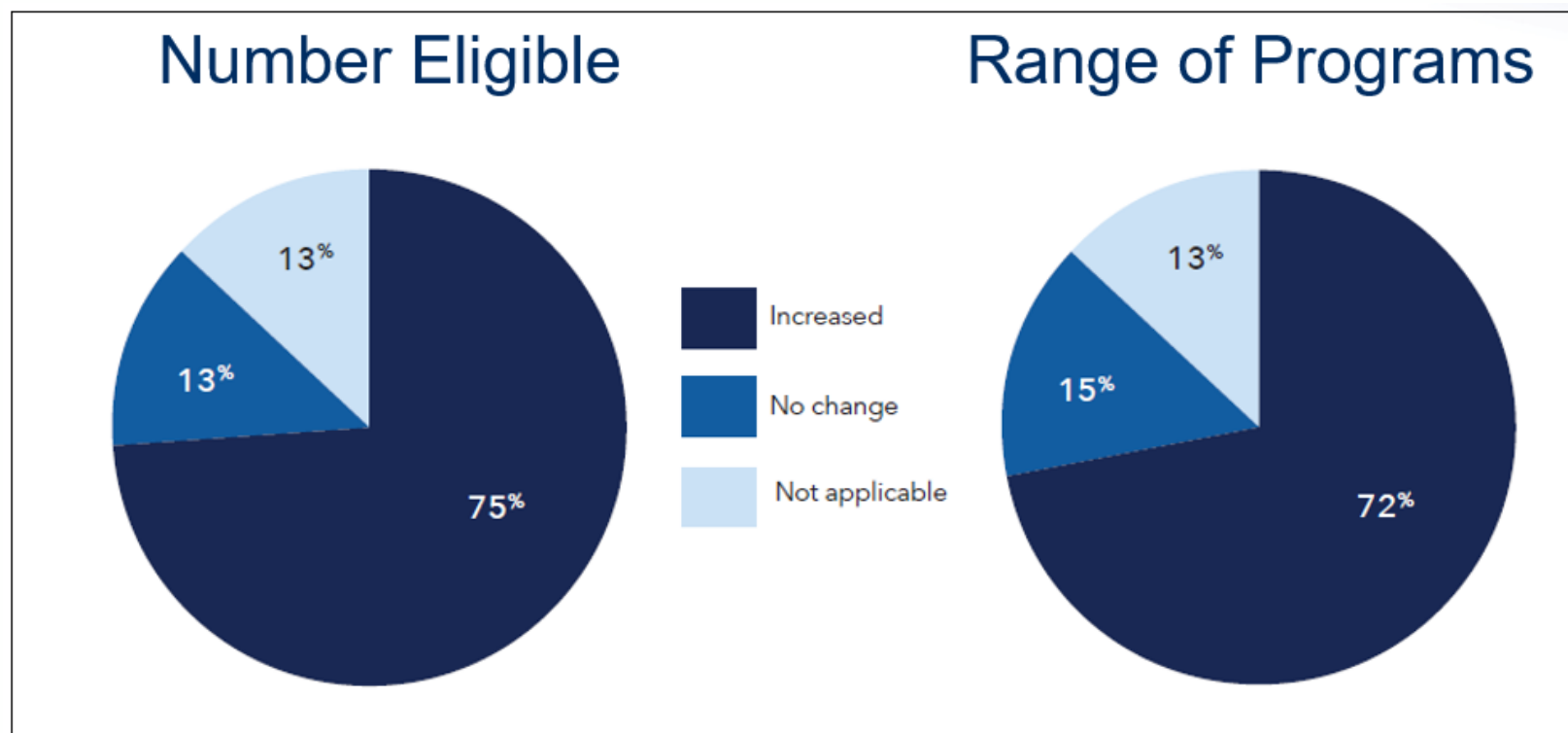
SLGE has completed two collections of case studies on shared staffing in public health, along with a related checklist for pursuing such arrangements, and a report on local government-military public health collaborations. This link brings together all those resources in a single location.

Source: 2021 Workforce Survey, MissionSquare Research Institute

<https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



Change in Flexible Employment Practices



Source: 2021 Workforce Survey, MissionSquare Research Institute

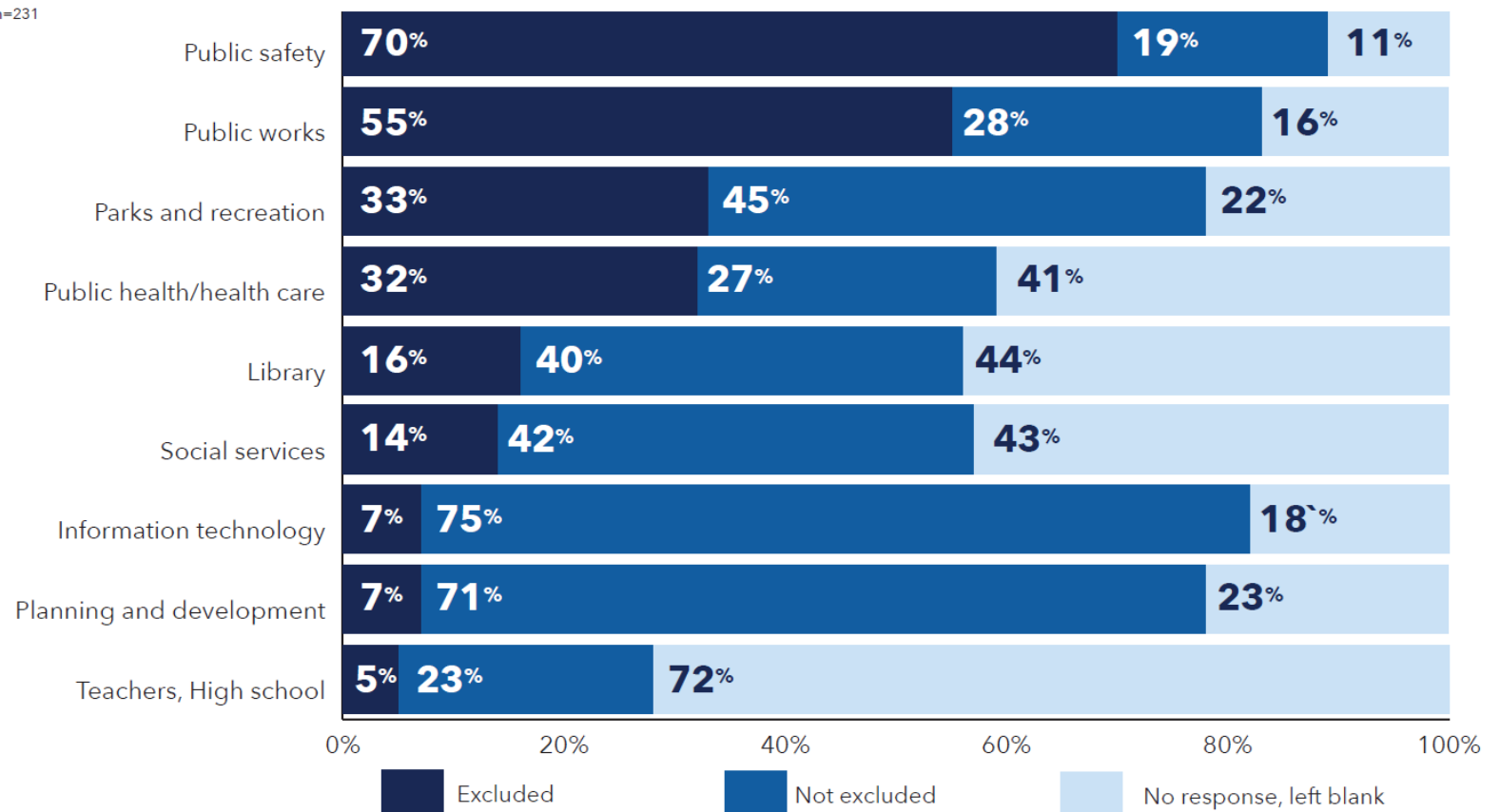
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Exclusions

Figure 11: What, if any, job classifications or departments are excluded from flexible workplace policies?

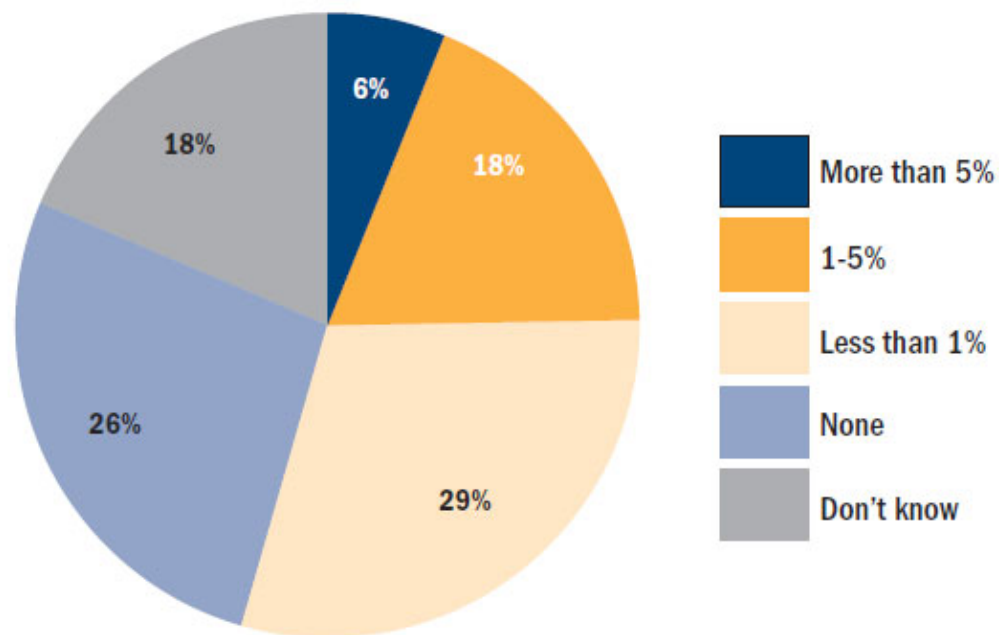
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- Source: 2021 Workforce Survey, MissionSquare Research Institute
- <https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



Additional Flexibility: Gig Hiring vs. Overall Workload



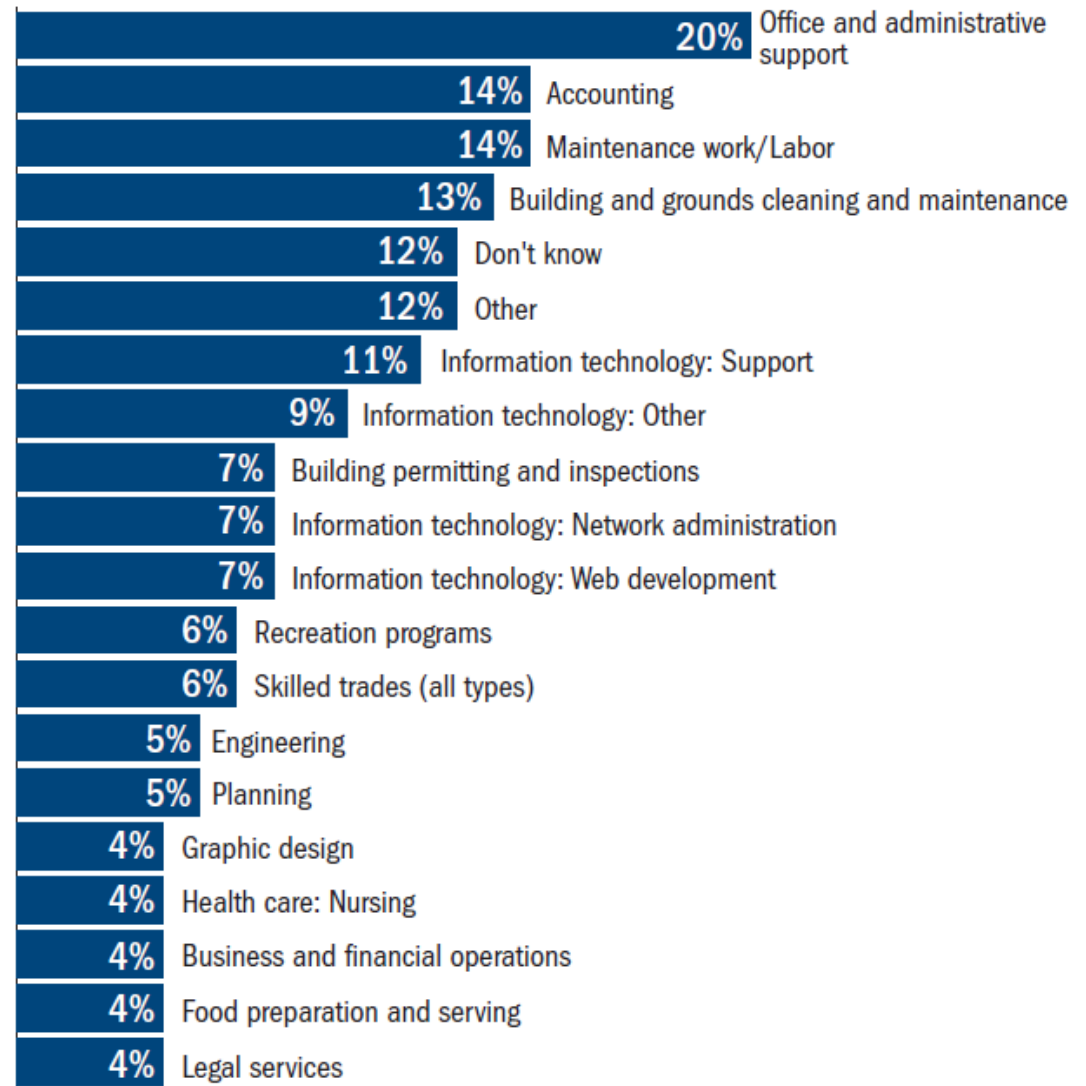
Source: 2020 Workforce Survey,

<https://slge.org/assets/uploads/2020/04/workforcesurvey2020.pdf>



Gig Hiring

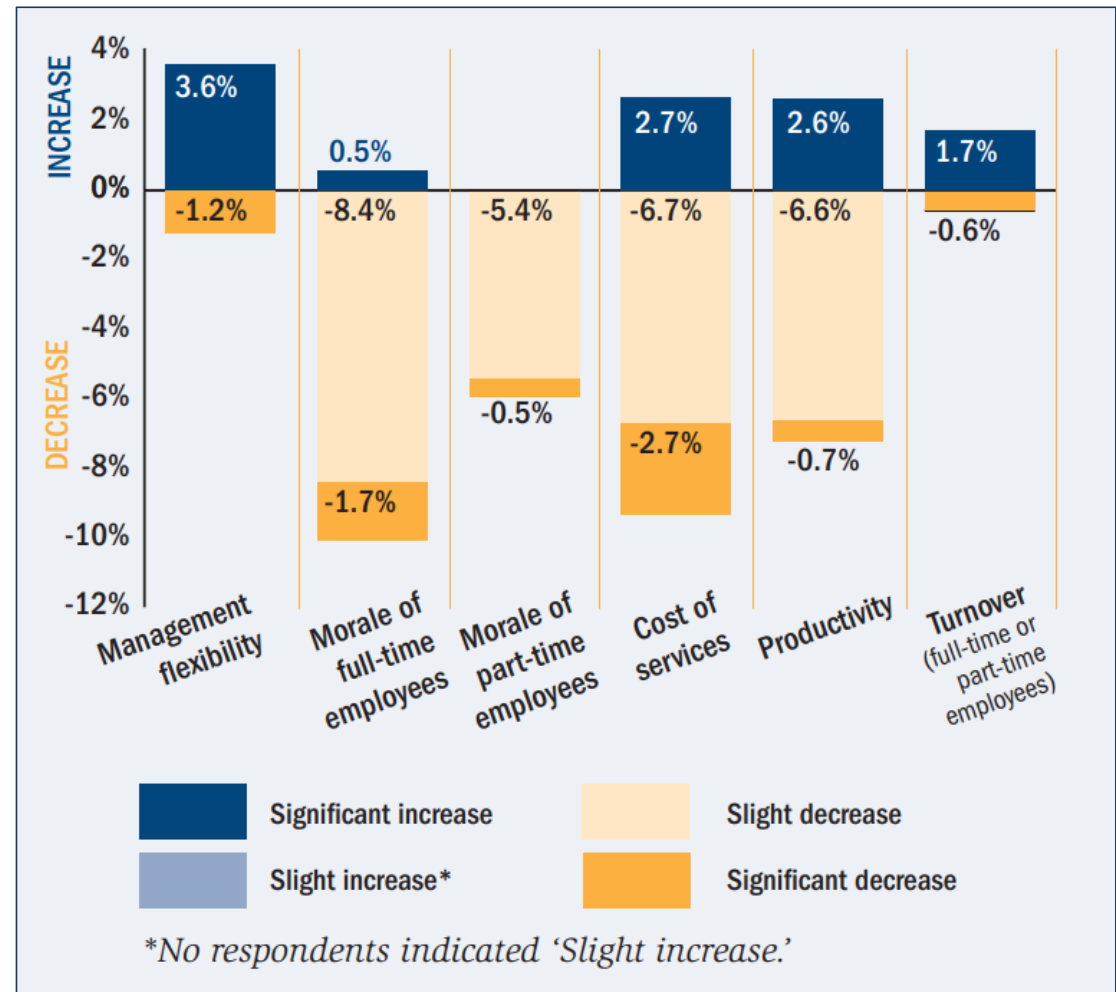
Position types subject to at least partial gig hiring



Source: 2020 Workforce Survey,
<https://slge.org/assets/uploads/2020/04/workforcesurvey2020.pdf>



Organizational Impacts of Gig Hiring

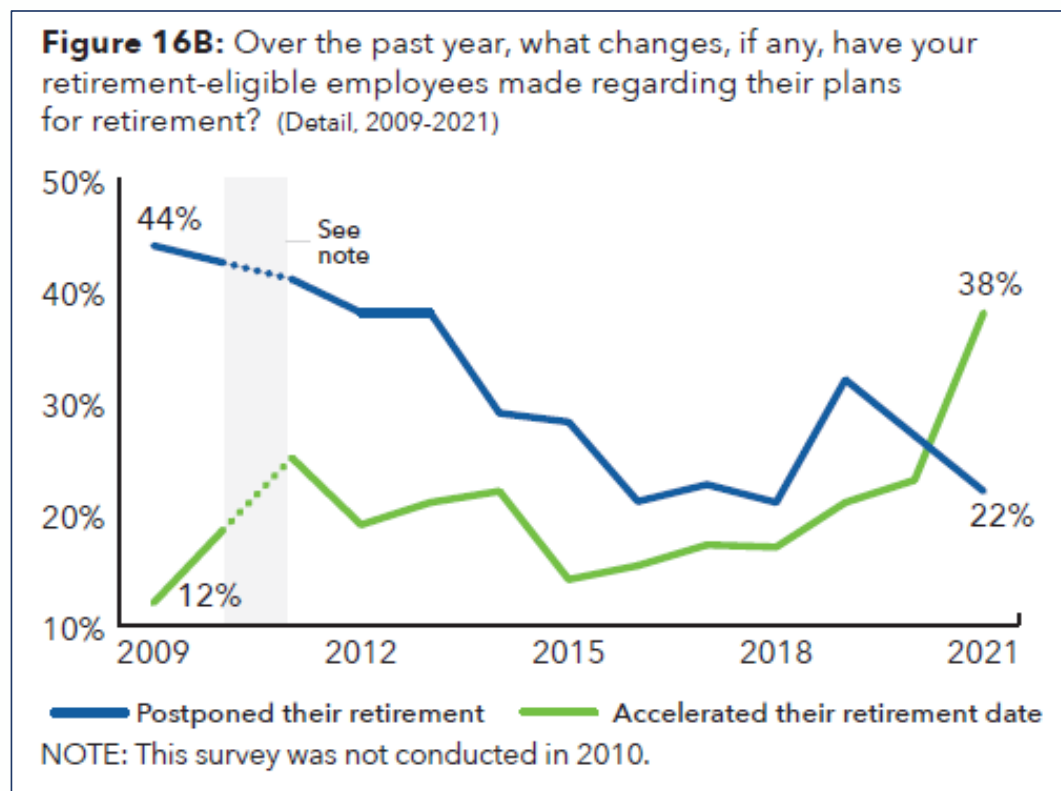


Source: 2019 Workforce Survey,

<https://slge.org/assets/uploads/2019/07/slge-workforce2019.pdf>



Retirement: Postponed or Accelerated?

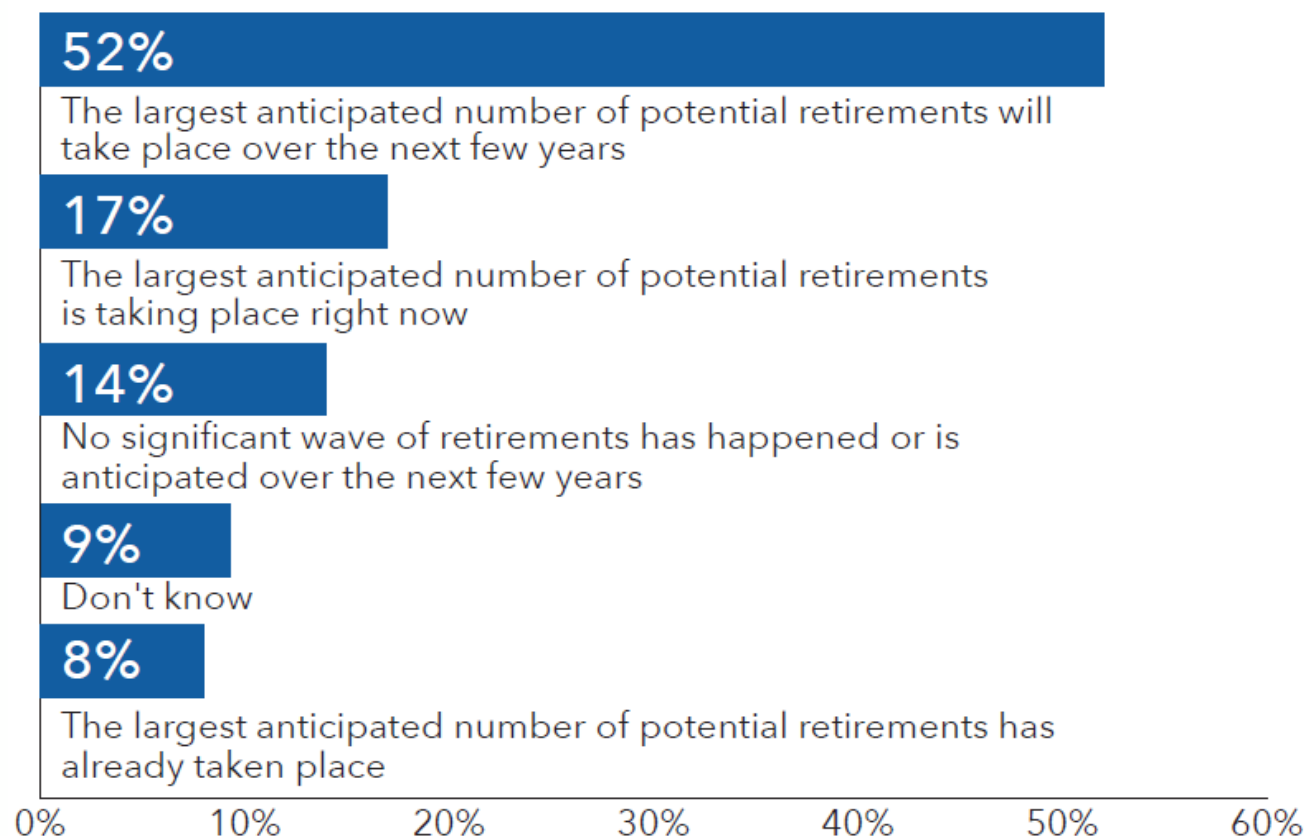


Source: 2021 Workforce Survey, MissionSquare Research Institute

<https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



Retirement: The Coming Wave



Source: 2021 Workforce Survey, MissionSquare Research Institute

<https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



Succession Planning and Retention

- 75% prioritize leadership development
- 67% emphasize workforce diversity, equity, and inclusion
- Other strategies:
 - Rehiring retired workers
 - Marketing the value of public service, satisfaction in serving your community
 - Mentoring, intergenerational engagement
 - Job rotations
 - Flexibility around health and wellness needs (e.g., COVID-19 leave, child/elder care support)

Source: 2021 Workforce Survey, MissionSquare Research Institute

<https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



Retention: Realistic Action Employers Could Take to Make the Workplace Better

- #1: Issue bonuses/raises

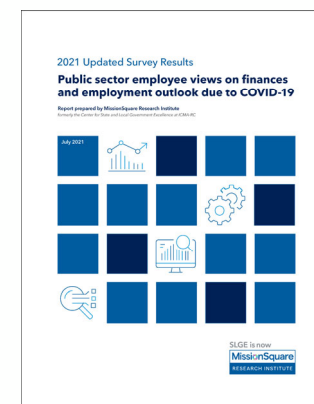
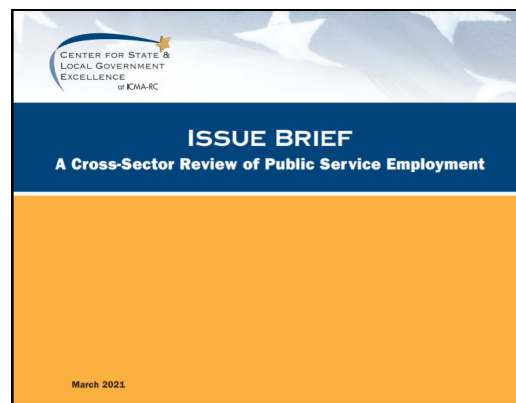


Retention: Realistic Action Employers Could Take to Make the Workplace Better

- #1: Issue bonuses/raises
- **#2: Allow work-from-home/remote and flexible hours**



Additional Resources

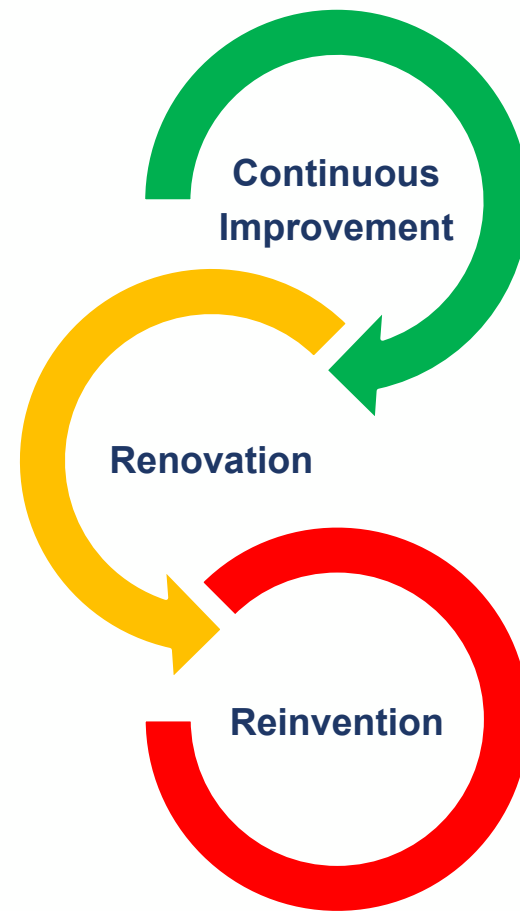


- [State and Local Government Workforce 2021](#)
- [A Cross-Sector Review of Public Service Employment](#)
- [2021 Updated Survey Results: Public sector employee views on finances and employment outlook due to COVID-19](#)



Change *before* you have
to instead *because* you
have to.

Three Degrees of Change



KFA

WFA



THE THRILL OF
VICTORY



THE AGONY OF
DEFEAT

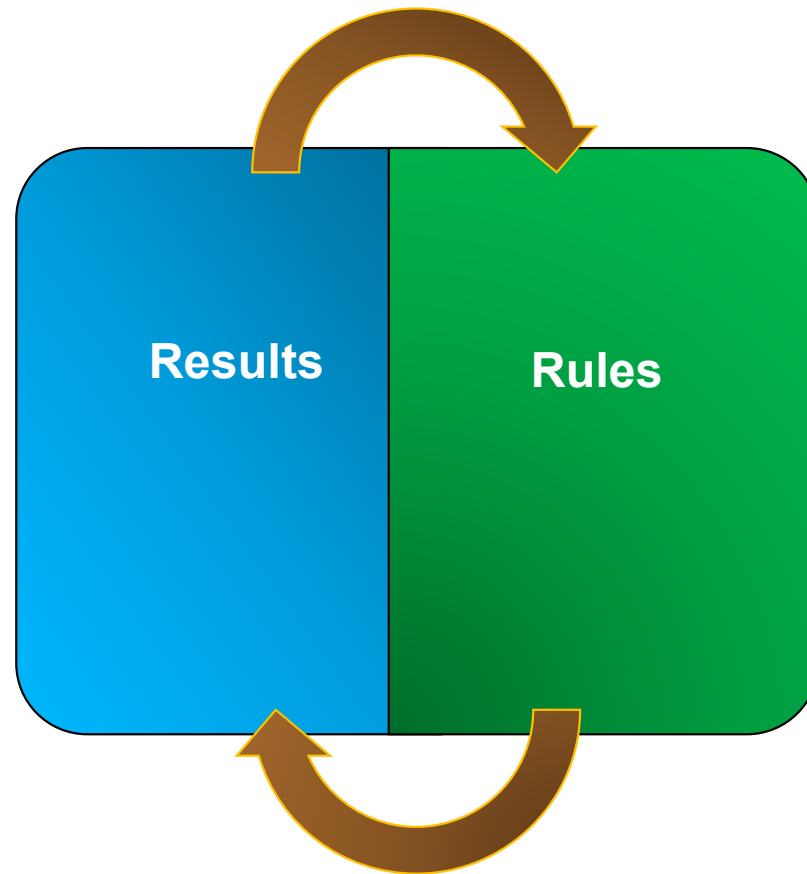
CHENEY

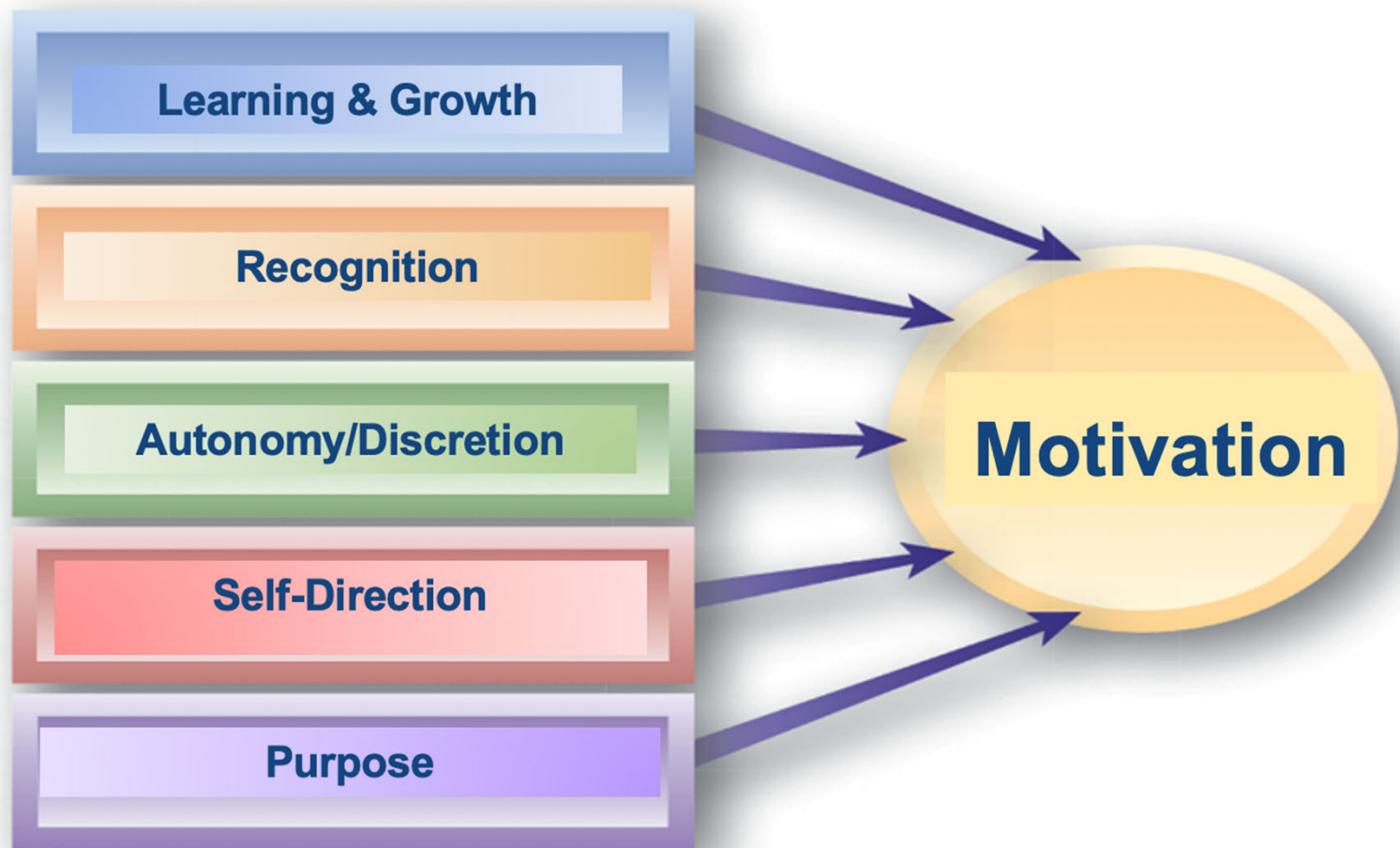


mejorando group
gettingbetterallthetime.com

Three Challenges







Communication & Problem Solving

Knowledge Sharing

Socialization and Mentoring

Performance Evaluation & Compensation

Data Security

***“Fewer presentations
and more
conversations.”***

Hybrid Work: A Guide for Business Leaders

Presented By: Kirk Bryan, Microsoft State and Local Government



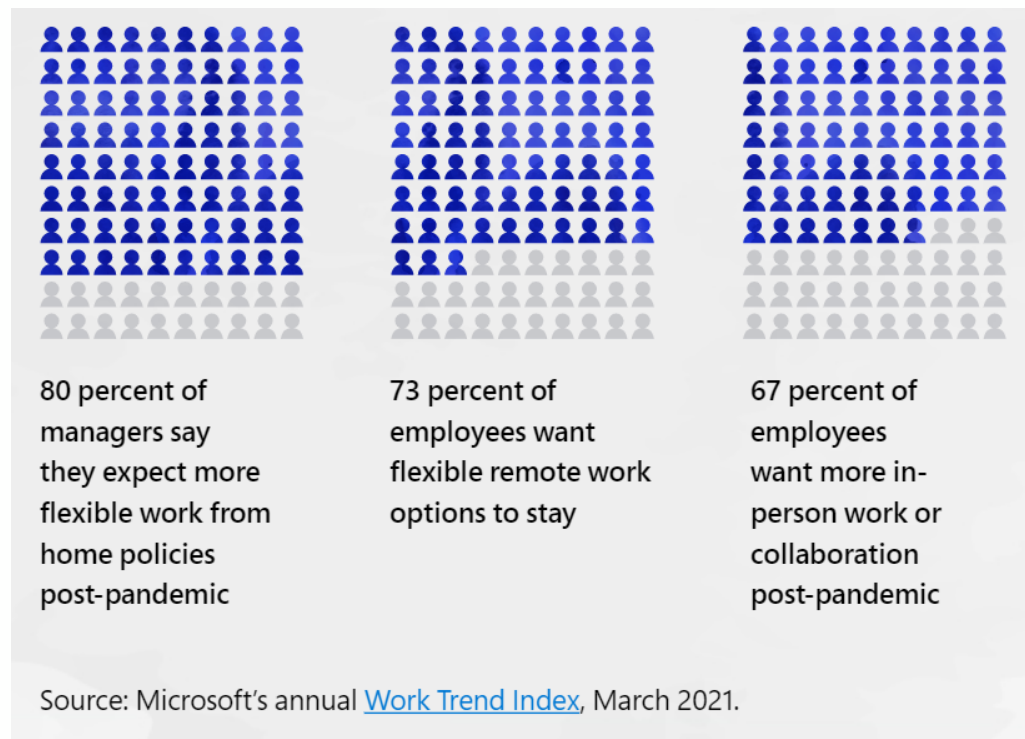
Flexible work is here to stay

“Everything becomes more complex, not less complex, in hybrid work. As Microsoft moves to hybrid, we’re sharing what we’re learning at scale from around the world to help customers make the shift.”

Satya Nadella (CEO Microsoft)

Evolving employee expectations

**The data is clear:
Employees want
the best of both
worlds.**



Design For the People Not In The Room

Intelligent cameras optimize the view by framing the people in the room or following the active speaker.

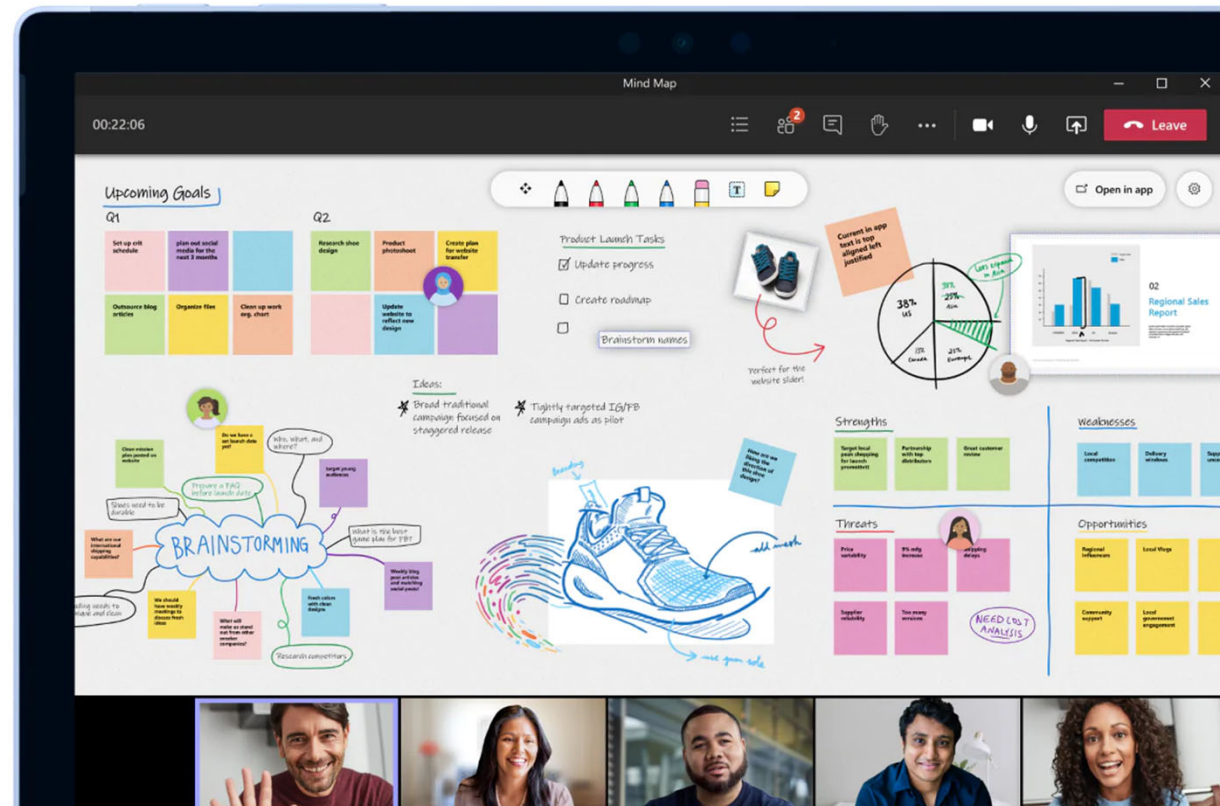
Inclusive features like live captions, live transcription, raise your hand, live reactions, and chat help people follow along and offer opportunities to chime in nonverbally or without interrupting the speaker.



- 1 Large screen placement for inclusivity
- 2 Camera and microphone placement optimized to identify who is speaking while maintaining eye contact
- 3 Everyone can see and participate in whiteboarding sessions

Microsoft Whiteboard

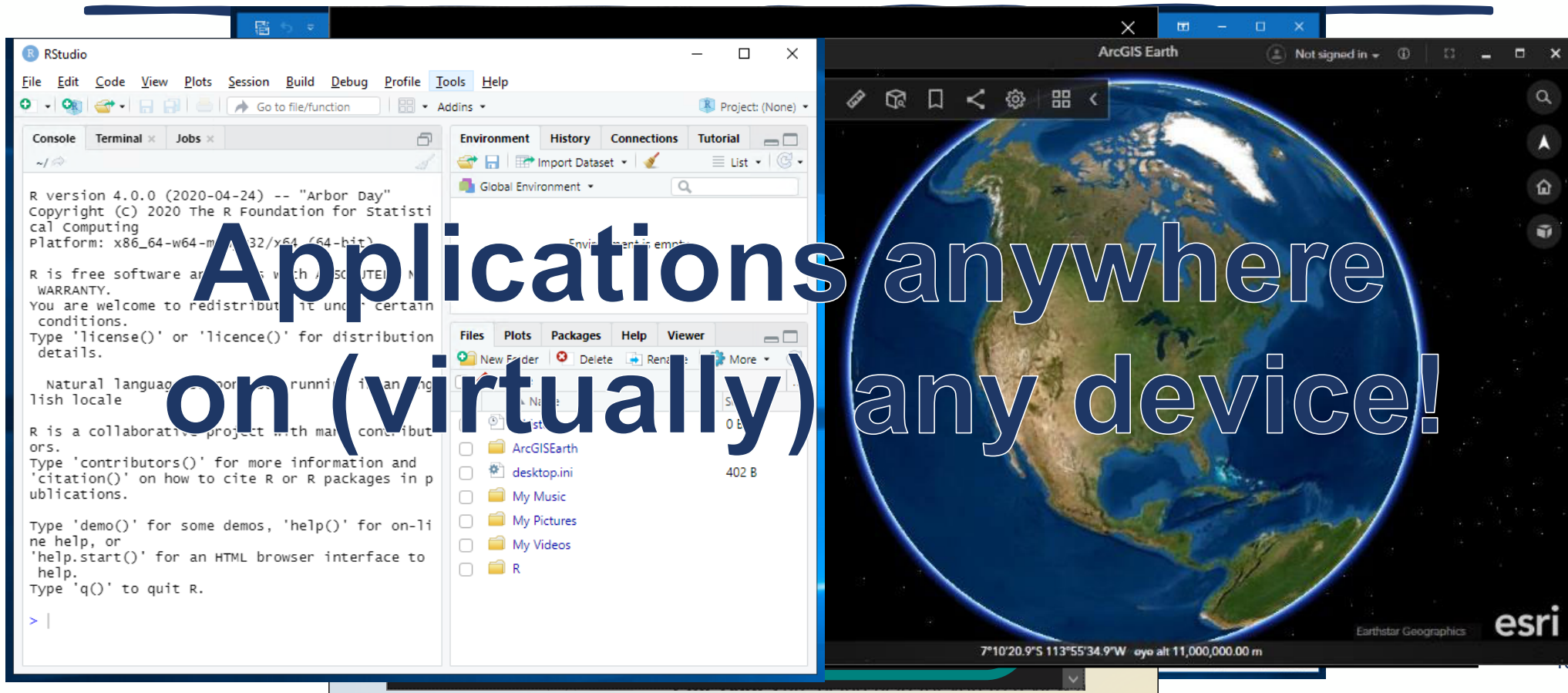
Provides a shared digital canvas, fostering collaboration and co-creation. Participants in the room can ink directly on a Surface Hub 2S or from their phone or laptop to draw and brainstorm with colleagues, wherever they are.



What's the right device ?



Virtual Desktop ?



More information

<https://www.microsoft.com/en-us/resilience/hybrid-work-solutions>

Questions?

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Webinar Series: Strategic Steps for Developing the Post-Pandemic State & Local Government Workforce

Join us for the next session of this series –

Optimized Benefits and Compensation to Meet Employees' Needs

Tuesday, August 24, 2021, at 12:00 PM (ET)

Register here: <https://bit.ly/3kOeJPO>

