

A photograph of three business professionals in an office setting. A woman in a pink shirt is leaning over a man in a light blue shirt who is sitting at a desk and looking at a computer monitor. Another man in a blue shirt is standing behind them, also looking at the monitor. The background is a blurred office environment. The image is partially overlaid with a semi-transparent orange shape on the right side.

Say “Know” to Brain
Drain and Yes to
Succession Planning:
**Cal-ICMA’s
Talent 2.0 Report**

2019 CALIFORNIA TRANSIT ASSOCIATION ANNUAL CONFERENCE / MONTEREY, CALIFORNIA

Employee Value Proposition

It starts with three critical questions.

What is your Employee Value Proposition?

What is a **key talent challenge** that your organization has had to address in the past 18-24 months?

Why would a talented professional **want to stay or join** your organization?

Why would a talented professional **be reluctant to stay** with your organization?

Cal-ICMA Talent Initiative

A statewide effort

TALENT 2.0:

*A Modern Approach to Attracting & Retaining
Top Talent in Local Government*

Spring 2018 Report

Cal-ICMA
California Consortium
A State Affiliate of ICMA
Talent Initiative



TALENT 2.0 REPORT

Download at
cal-icma.org/talentinitiative

Talent 2.0: Target Audiences



**Local
Government
Managers &
Professionals**

**Elected
Officials**

**Professional
Organizations**

Talent 2.0 Goals

- ▶ Strengthen ability to compete effectively for employees
- ▶ Increase the pool of talent for top jobs
- ▶ Engage current and emerging local government leaders in a conversation about talent acquisition and retention

350

Surveys completed by Local Government Executives

12

Focus groups statewide

Our Workforce is Asking:

- ▶ Are there big problems to solve in local government?
- ▶ Am I interested in solving these big problems?
- ▶ Will I be empowered to help solve the big problems?

Recruiting Staff

How can we recruit effectively?

Brand Your Agency and Tell Your Story

Tell your agency's story effectively and fully utilize social media.

Consider Private Sector Employees

Is "public sector experience" really necessary?

Make the Job Brochure Compelling

Eliminate government-speak and make the job enticing.

Hire for Values, Attitude and Learning Agility

Hire for potential.

Shorten the Recruitment Timeline

Reduce the timeline and use videoconference interviews to weed out candidates.

Emphasize Public Service

Where else can you work in the technology space while knowing you're making a difference in communities?

Retaining Staff

How can we retain staff effectively?

Revamp Your Culture

Nobody wants to work for an organization with a stodgy culture.

Foster Employee Engagement

Employees want to have clear roles and expectations, be heard, contribute, be recognized, and have support at work.

Develop a Succession Planning Strategy

Poaching staff isn't sustainable.

Conduct Stay Interviews

Find out what employees need before they leave.

Foster Workplace Flexibility

Does every position need to be an 8 to 5 job?

Provide Growth Opportunities

Not just promotional opportunities, but development opportunities...

Developing Staff

How can we develop staff effectively?

Encourage Stretch Assignments

Everyone learns better on the job, by being allowed to fail.

Offer Interim Assignments

Have staff serve in a leadership capacity first

Develop Core Competencies

Many of us were promoted because of our technical skills, not our people/management skills.

Make Expectations Crystal Clear

Every employee has an opportunity to grow. Make those benchmarks crystal clear.

Pair Up Staff with a Coach

Someone who isn't their supervisor can be an effective coach and mentor.

Support All Types of Learning

Certificates, degrees, conferences, and stretch assignments are all learning methods.

The most important thing we can do...

Ensure that every supervisor understands and embraces that developing talent is a primary job duty.



THANK YOU!

Nat Rojanasathira / rojanasathira@monterey.org