

Partnering with Local
Governments to Recruit,
Assess and Develop
Innovative, Collaborative,
Authentic Leaders

How to Grow your Own Employees Amidst the Great Resignation

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How has the Great Resignation Impacted You?

Quitter's Market

Many factors have led to the historic quits levels—the ongoing pandemic, vaccine mandates and a strong candidate's market are just some considerations that may be leading more workers to put in their notice. The last 10 months of 2021—since March—saw the largest exodus of employees on record. **Hover over each line to see more details about the year and how many workers quit each month.**

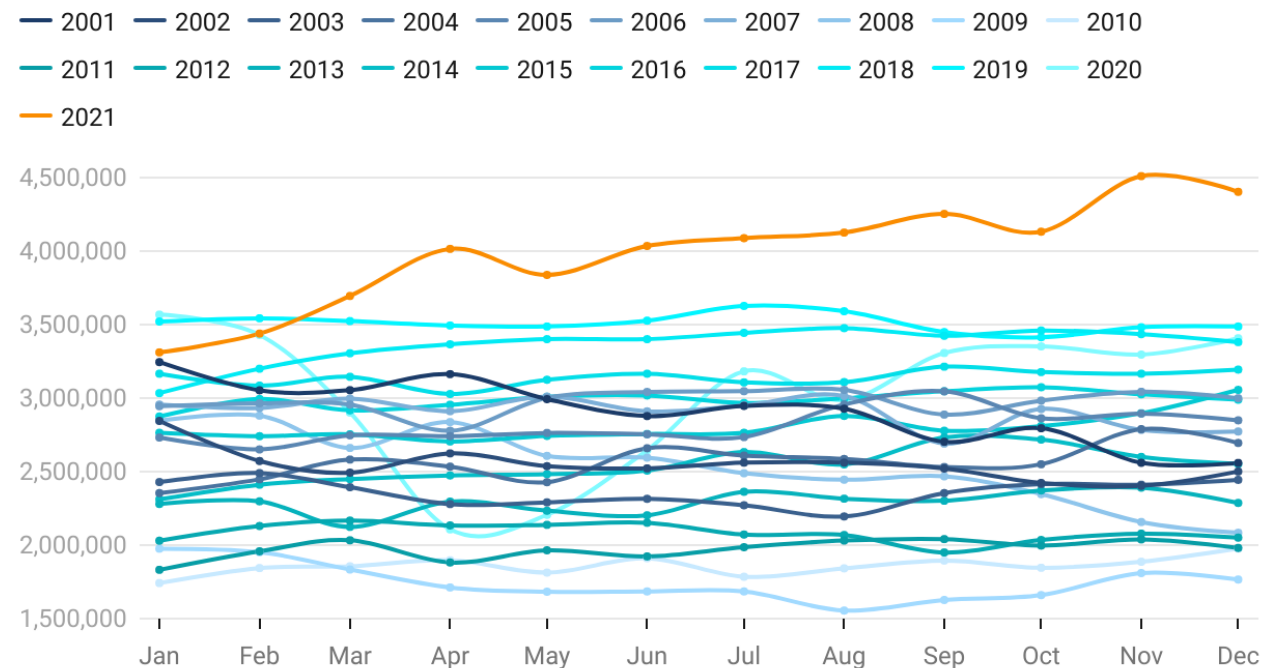


Chart: Mauro Whiteman • Source: U.S. Bureau of Labor Statistics, Job Openings and Labor Turnover Survey. • Created by Datawrapper



What is SGR seeing in the Marketplace?

- 1) Smaller pools of applicants
- 2) Stronger pools of applicants
- 3) Questions about virtual work
- 4) Does employer have a vaccine mandate
- 5) Exodus from certain States



What are local governments to do?

Grow Your Own



What is the largest expense for local governments?

THE PEOPLE



What is Your Job in Leading People?

Hire the right people
Manage the talent
and
Develop the culture



Top Workplace Issues of 2020 - The Center for State and Local Government



So How Do We Grow Our Own Employees?

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What is Talent Management?

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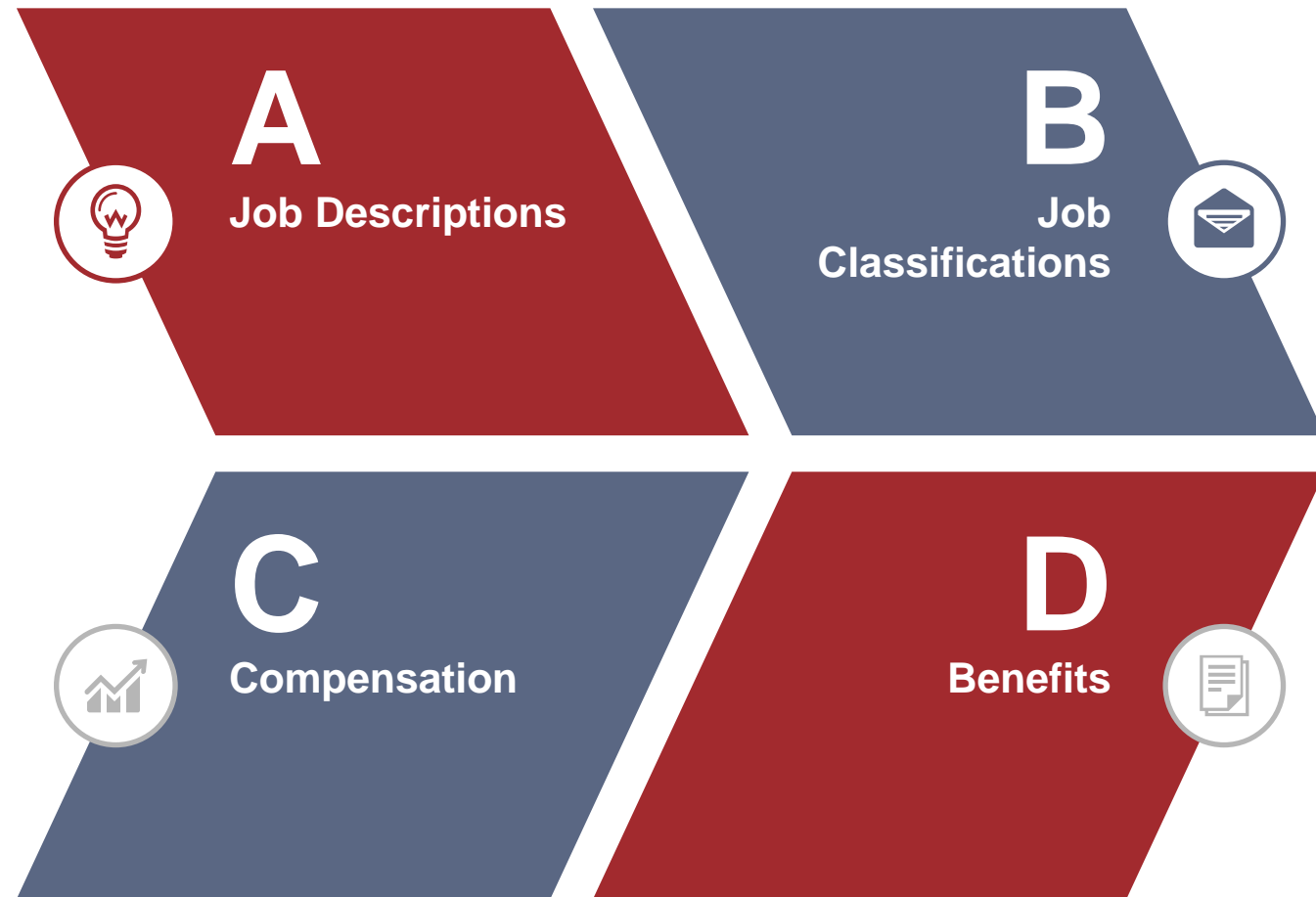
- 1) An organization's commitment and development of work processes and systems to effectively recruit, hire, retain, and develop those that best compliment the organization
- 2) A **strategic** approach that is applied by the organization throughout the life cycle of an employee
- 3) It is not necessarily a human resources function but instead it is one piece of a comprehensive human resource system



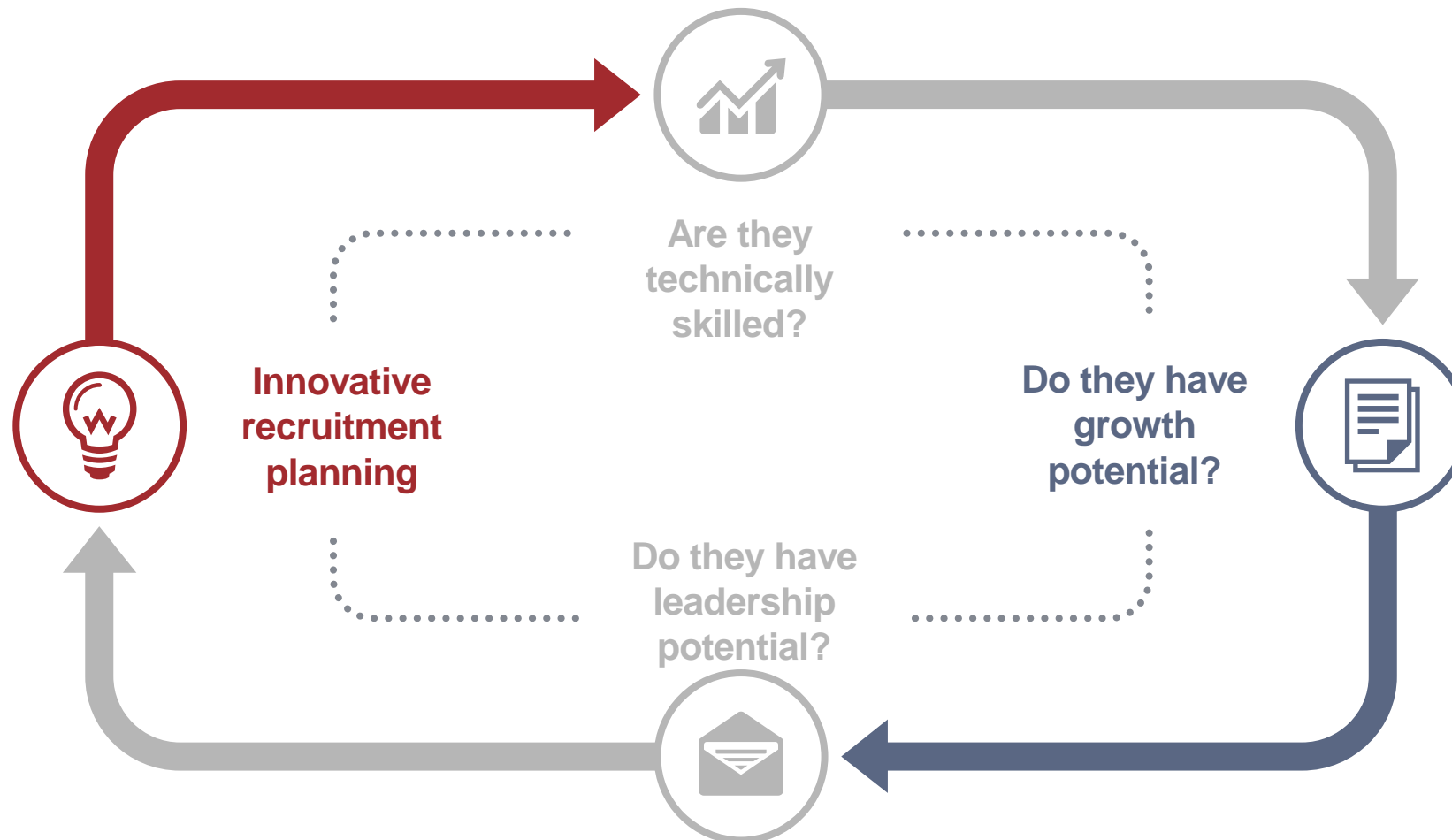
Human Resource Functions:

Is it HR's Responsibility for
Employee Morale? Engagement?
Succession Planning?

In fact – Of these four areas what
does fall in HR?



How to Recruit the Best Employee:



Innovative Recruitment Strategies:

- 1) Fix your application process!
 - 1) Faster and easier
 - 2) Shorten application forms
- 2) Engage different platforms – LinkedIn, TikTok, Texting, Videos, YouTube
- 3) Virtual job fairs
- 4) Work with Public Information Officers to do blogs on how well things are going ALL the time



Evaluating Skills:

1) Soft Skills

- 1) Communication
- 2) Servant Leader
- 3) Engaging
- 4) Honest
- 5) Tactful
- 6) Sense of Humor!

1) Technical Skills

- 1) Knowledge
- 2) Ability to do job
- 3) Certifications or licenses




Evaluating Growth Potential:

- 1) Track record for continuous rapid learning
- 2) Track record for continuous accomplishments
- 3) Continually seeking more responsibility
- 4) Has their leadership produced results
- 5) Evidence that they are self motivated
- 6) Are they strategic in their mindset
- 7) Do they constantly look to incorporate new technology
- 8) Are they innovative
- 9) Are they adaptable
- 10) Can they attack problems in a diverse way



Leadership Potential:

10 CHARACTERISTICS OF A GOOD LEADER



1. INTEGRITY
2. ABILITY TO DELEGATE
3. COMMUNICATION
4. SELF-AWARENESS
5. GRATITUDE
6. LEARNING AGILITY
7. INFLUENCE
8. EMPATHY
9. COURAGE
10. RESPECT



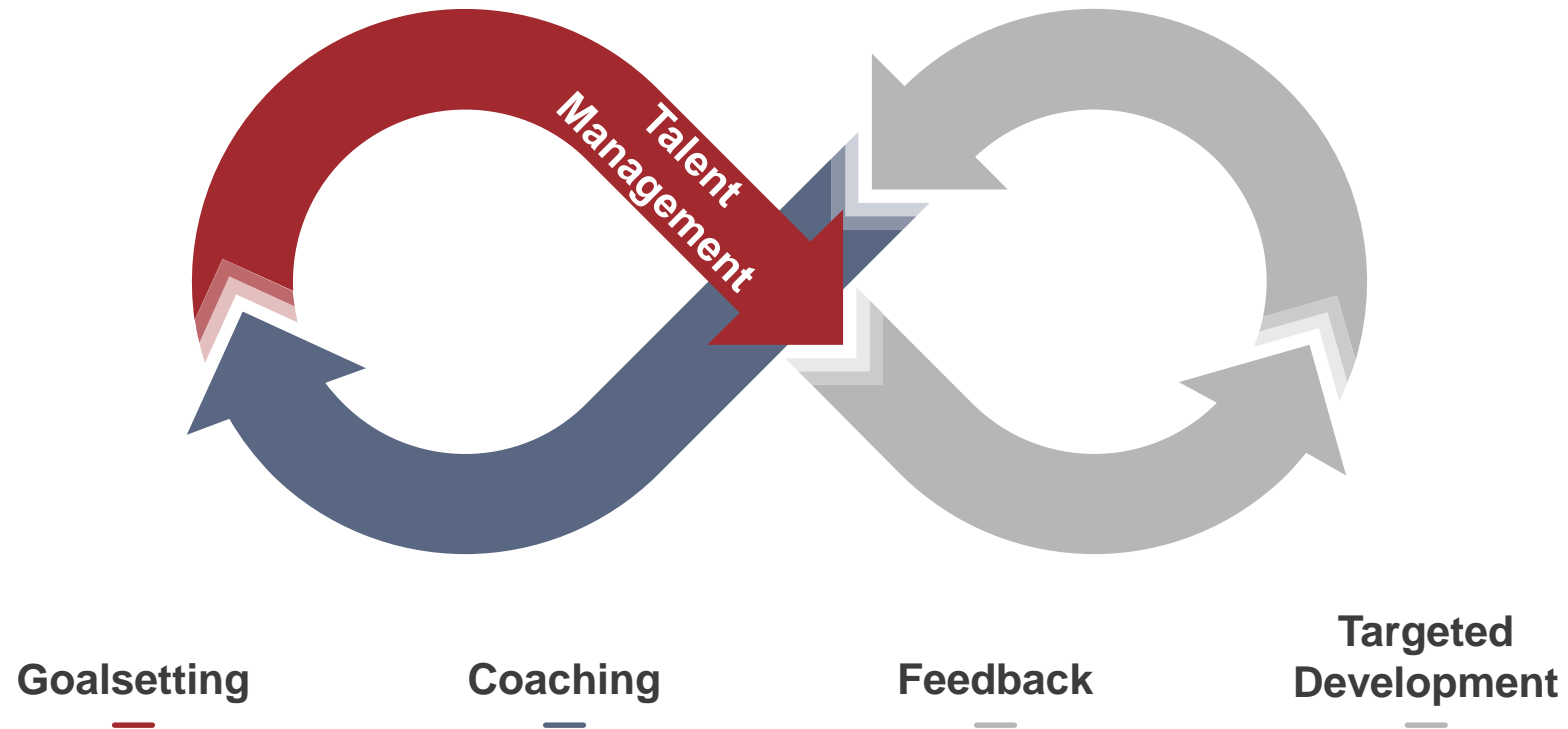
Center for Creative Leadership®

THEY ARE HIRED, NOW WHAT?

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Effective Talent Management Strategies



Goal Setting:

 Specific	 Measurable	 Attainable	 Realistic	 Time-bound
<p>Do: Set real numbers with real deadlines.</p> <p>Don't: Say, "I want more visitors."</p>	<p>Do: Make sure your goal is trackable.</p> <p>Don't: Hide behind buzzwords like, "brand engagement," or, "social influence."</p>	<p>Do: Work towards a goal that is challenging, but possible.</p> <p>Don't: Try to take over the world in one night.</p>	<p>Do: Be honest with yourself- you know what you and your team are capable of.</p> <p>Don't: Forget any hurdles you may have to overcome.</p>	<p>Do: Give yourself a deadline.</p> <p>Don't: Keep pushing towards a goal you might hit, "some day."</p>

Coaching:

- 1) Build trust
- 2) Acknowledge that everyone is different
- 3) Don't criticize but make them aware and let them know how to improve
- 4) Challenge employees
- 5) Be ready for upward coaching



Feedback:

- 1) Be concise
- 2) Don't beat around the bush
- 3) Be specific
- 4) Be timely
- 5) Allow time for a response
- 6) Offer suggestions for how to do it better the next time



Targeted Development:

1) Understand what essential tools are lacking

- 1) Management skills
- 2) Communication skills
- 3) Technical skills



Mentoring/Training

2) Evaluate whether or not they are scalable

- 1) Can they take on greater responsibility
- 2) Can they oversee additional staff



**Development
Ladders/Interim**

3) Are they promotable?

- 1) GET THEM READY!!!!
- 2) Make a plan
- 3) Work with Human Resources

**They are hired and there is a plan for
promotion – Now What?**

**Provide a Culture
that will
Keep them from leaving!**

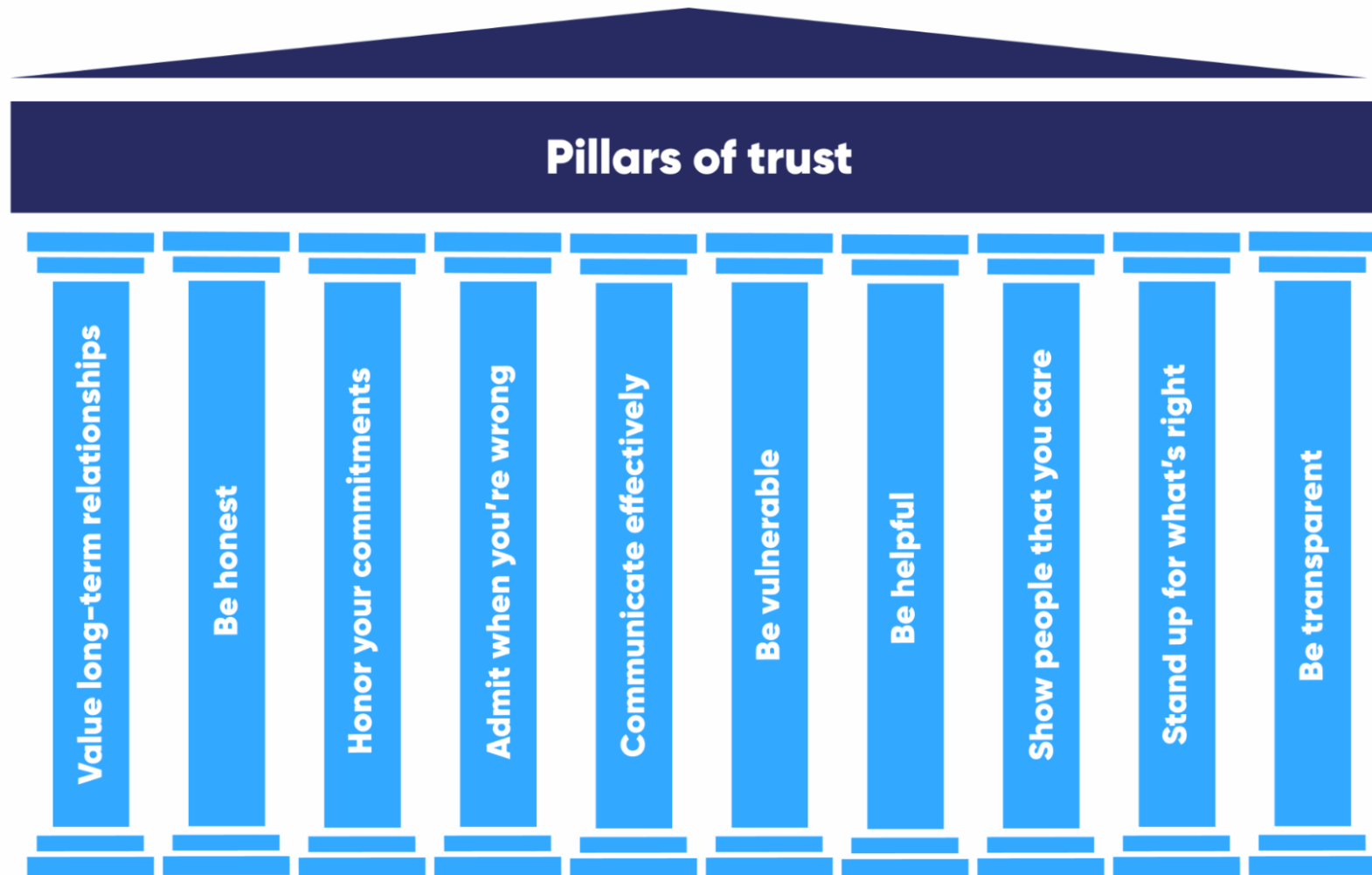


Develop the Culture – It is Everyone's Job



Build Trust:

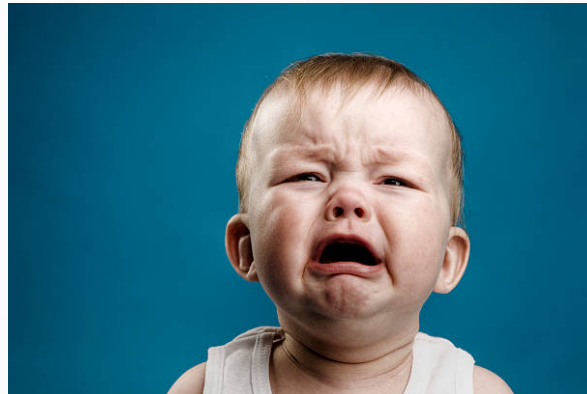
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How do you communicate?

In Person

- 1) Verbal communication
 - 1) 1:1's
 - 2) Meetings
- 2) Written communication
 - 1) Email blasts
 - 2) Text messages
 - 3) Newsletters



Virtual

- 1) Broadcast videos
 - 1) Announcements
 - 2) Changes to processes
- 2) Video calling tools
 - 1) Zoom
 - 2) GoTo Meet
 - 3) Ring
 - 4) Teams
 - 5) FaceTime
 - 6) WebEx



How to build on Teamwork, Pride, and Accountability:

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City of Chandler, AZ Team Talks



How to build on Teamwork, Pride, and Accountability:

- 1) Break down the silos
- 2) Get your Team talking
- 3) Make sure the other departments and the public knows what your doing
- 4) Clean things up and look and feel professional
- 5) Involve your employees



How to build on Integrity, Honesty, and Respect:

- 1) Be dependable
- 2) Lead by example
- 3) Stay calm in high stress situations
- 4) Take responsibility
- 5) Make good decisions but admit when your wrong



Look for ways to have FUN!

- 1) Recognition
- 2) Picnics
- 3) Competition
- 4) Community need
- 5) Involve your employees

Maricopa Challenge



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So how will you begin to grow your own?

- 1) Hire great people
- 2) Manage the talent
- 3) Develop a culture
that will make them stay



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THANK YOU

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