

# BUILDING CAREER PATHWAYS FOR LOCAL GOVERNMENT STAFF

WEDNESDAY, NOVEMBER 9, 2022 | 3:00 - 4:30 PM

*HOSTED BY*



*IN PARTNERSHIP WITH*



**THANK YOU  
FOR JOINING US!**



*Host & Moderator*

**TAYLOR BUCK**  
*Program Manager*

*Institute for Local Government*



# WEBINAR OVERVIEW

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**Welcome**

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**Winning the War for the Talent, ICMA**

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**Leadership Development and Accessibility Lessons Learned, SMUD**

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**Building the Structures that Support Employee Engagement, Retention and Agency Sustainability, RGS**

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**Panel Discussion**

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**Audience Q&A**

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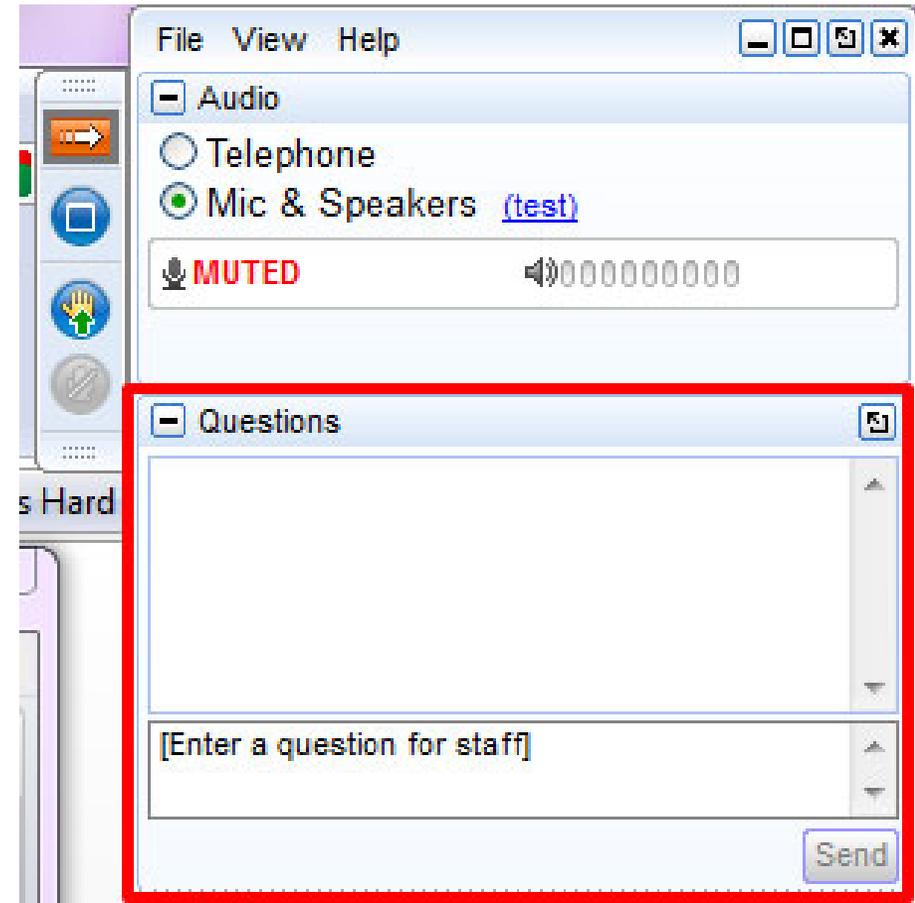
**Wrap Up & Adjourn**

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*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.



# RECORDING AVAILABLE SOON



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



**DR. FRANK BENEST**  
Liaison for Next Generation  
Initiatives  
ICMA



**JEN ANDERSON**  
Senior Learning & Development  
Specialist  
SMUD



**SOPHIA SELIVANOFF**  
Director of HR Services  
Regional Government  
Services, JPA

# INSTANT POLLING

## Who is in the room...

- What type of agency are you with?
- What part of the state are you from?



INTERNATIONAL CITY/COUNTY  
MANAGEMENT ASSOCIATION

**DR. FRANK BENEST**

Liaison for Next Generation Initiatives

ICMA



# WINNING THE WAR FOR THE TALENT

Dr. Frank Benest

ICMA Liaison for Next Generation Initiatives

[frank@frankbenest.com](mailto:frank@frankbenest.com)

**ICMA**

# BIG IDEAS

- **We are in a war for talent. . .and we are losing the war**
- **Talent is mobile**
- **Local gov't can better attract, retain and grow talent if we focus on organizational culture**
- **Enhancing organizational culture, including coaching and learning, is cheap but does take intention and focus**
- **Culture trumps everything!**



# ORGANIZATIONAL CULTURE

- **What is it?**
- **Why is it important?**
- **Resetting culture as we transition from pandemic**



# POLLING QUESTION

**Do your chief executive, dept heads, and managers focus on organizational culture and how to enhance it? (select one)**

- Yes, enhancing culture is a key goal of management and we are doing tangible things to improve it**
- Sometimes, management talks about how to improve organizational culture and take steps to improve it**
- Sometimes, management talks about culture but doesn't do anything to improve it**
- No, enhancing culture is not a key concern of management**



# WHAT DO EMPLOYEES WANT IN RETURNING TO OFFICE?

- To entice employees back to office, top management is using a “transactional” approach
- Employees desire a “relational” approach

**WHAT I WANT**

# AN ENERGIZING AND ENGAGING CULTURE

1. Purpose and meaning
2. Autonomy and flexibility
3. Learning and growth, including coaching
4. Belonging
5. Appreciation

got purpose?

# LEARNING AND COACHING

- **Management provides opportunities to stretch and grow.**
- **Well-intentioned mistakes are seen as opportunities to learn and grow.**
- **As part of their roles, managers are trained to have development conversations with me.**
- **Learning is embedded in the rituals of the culture.**
- **I am encouraged to get coaching internally and/or externally.**



# RESOURCES

## ICMA Coaching Program

- Webinars
- One-to-one coaching (“CoachConnect”)
- Career Compass advice columns
  - “How Do I Benefit From a Coach?”
  - “To Thrive in Post-Pandemic, Enhance the Employee Experience”
  - “Use Return-to-the-Office To Reset Culture”

[www.icma.org/coaching](http://www.icma.org/coaching)

**ICMA** | coaching program



**JEN ANDERSON**

Senior Learning & Development

Specialist

SMUD





# Sacramento Municipal Utility District (SMUD)



## Jen Anderson

Senior Learning & Development Specialist  
SMUD BLT Program Manager  
PRIDE Employee Resource Group Co-Lead

# Hello!

It's nice to meet you  
all.



1. SMUD's Leadership Development Initiatives
2. Accessibility Best Practices
3. Lessons Learned

# Topics



# SMUD Building Leadership Talent (BLT) Program Overview

# Program Objectives

- **Develop the leadership skills** of participants to equip them for current and future leadership roles
- **Build leaders in place** who can expand their contribution and demonstrate leadership in their current roles
- **Enhance business acumen** by offering a broader understanding of SMUD's operations
- Help participants establish and **grow their network** of professional and community relationships

# Program Phases



# BLT Program – 5 Core Components



01

# Self-Discovery

3 Months



**Assessment  
-Based Individual  
Development Plan**

## Career Assessments:

- MBTI – personality type
- Emergenetics – thinking styles
- Firo-B – interpersonal relationship orientation
- EQ – emotional intelligence
- Skills Inventory – skills



360° based on SMUD leadership competencies



## Individual Development Plan

- Based on assessment findings
- Focuses on knowledge, skills, attributes
- Includes supervisor's input
- Coach assists with setting goals

02

# Individual & Team Learning

11 Months



**Training**

## Classroom Training

- Teambuilding: CSUS Challenge Center
- Speed of Trust Foundations
- Leadership training
- Putting it all together



**Community  
of Practice**

## Monthly Sessions

- Executive guest speakers
- Team presentations (industry/business + leadership)
- Peer coaching
- Book club (leadership focused)

02

# Individual & Team Learning

11 Months



**Coaching**  
(from Leaders  
& Peers)

Assigned Director Level Coach

Peer Coaching Teams



03

## Evaluation & Give Back

Final Month & Beyond



2007 – Green It Up for Kids

2008 – Tower of Youth

2009 – Saddle Pals

2010 / 2011 – Foster Youth

2012 – School for CCHAT Hearing Impaired Children

2013 – St. John's Shelter for Women & Children

2014 / 2015 – Alzheimer's Awareness

2016 – Wind Youth Services

2017 / 2018 – Boys and Girls Club

2019 / 2020 – American River Parkway Foundation

2020 / 2021 – Food Literacy Program

2022 – Single Mom's Strong





# Additional SMUD Supported Leadership Programs

# External Experiential Leadership Programs

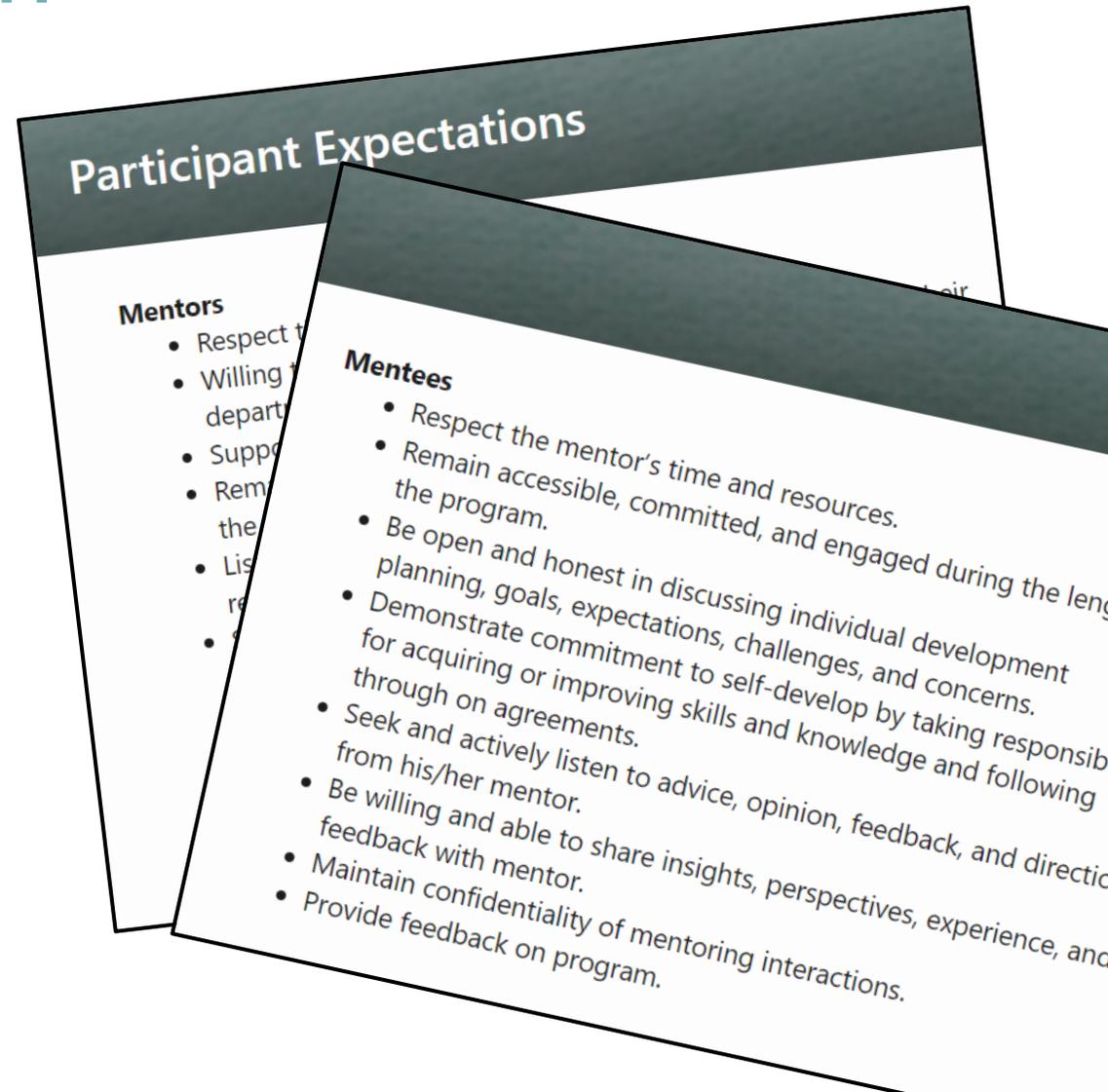
1. Catalyst – *Asian Pacific Chamber*
2. Leadership Elk Grove
3. Leadership Rancho Cordova
4. Leadership Sacramento
5. Nehemiah Emerging Leaders Program (NELP)
6. Nueva Epoca
7. Western Energy Institute (WEI-BAEL)
8. Leadership Folsom (*PILOT*)



# SMUD Mentoring Program

## Program highlights

- Matched on individual criteria & goals
- Highly diverse
- Fair, equitable & transparent process
- Six-month program





# Leadership Development Program Best Practices

# Selection Process

**2021 SMUD internal Application for leadership programs**  
Download this form to your desktop and save under your name before filling it out.

Name \_\_\_\_\_ Employee No. \_\_\_\_\_  
Department \_\_\_\_\_  
Supervisor \_\_\_\_\_ Date Submitted \_\_\_\_\_

I am applying to the following program(s). Check as many as apply. Please rank order of your chosen programs (1, 2, etc.). Applicants must have passed company probation in order to participate in any of the programs.

- \_\_\_ Building Leadership Talent Program (SMUD)
- \_\_\_ Business Acumen for Emerging Leaders Program (Western Energy Institute)
- \_\_\_ Leadership Sacramento Program (Sacramento Metro Chamber of Commerce)
- \_\_\_ Loaned Executive Program (United Way)
- \_\_\_ Catalyst Program (Sacramento Asian Pacific Chamber)
- \_\_\_ Nehemiah Emerging Leaders (Nehemiah Corporation)
- \_\_\_ Leadership Rancho Cordova (Rancho Cordova Chamber of Commerce)
- \_\_\_ Leadership Elk Grove (Elk Grove Chamber of Commerce)
- \_\_\_ Nueva Epoca Leadership Program

**Internal Applicant Selection Criteria**  
Applications will be evaluated internally by a cross-functional supervisory panel based on the following criteria:

- Alignment of professional role and career objectives with the objectives of the leadership program
- Demonstrated professional potential
- Demonstrated leadership opportunities
- Demonstrated interest in leadership development
- Commitment to professional development
- Commitment to pursuing a career at SMUD
- Community involvement
- Previous performance evaluation (a ranking of unsatisfactory in any of the performance factors will disqualify a candidate from participating in any of the programs)
- Sponsor recommendation
- SMUD's benefit of the candidate participating in the chosen program

3143\_12/01 Forms Management Page 1

**Nomination for 2021 SMUD internal Application for leadership programs**  
**Sponsorship Form**  
Download this form to your desktop and save under your name before filling it out.

Sponsor Name \_\_\_\_\_  
Applicant you are sponsoring \_\_\_\_\_ Date \_\_\_\_\_

**Sponsor affirmation:** I'm sponsoring this individual for the (check all that apply):

- \_\_\_ Building Leadership Talent Program (SMUD)
- \_\_\_ Business Acumen for Emerging Leaders Program (Western Energy Institute)
- \_\_\_ Leadership Sacramento Program (Sacramento Metro Chamber of Commerce)
- \_\_\_ Loaned Executive Program (United Way)
- \_\_\_ Catalyst Program (Sacramento Asian Pacific Chamber)
- \_\_\_ Nehemiah Emerging Leaders (Nehemiah Corporation)
- \_\_\_ Leadership Rancho Cordova (Rancho Cordova Chamber of Commerce)
- \_\_\_ Leadership Elk Grove (Elk Grove Chamber of Commerce)
- \_\_\_ Nueva Epoca Leadership Program

My past performance has demonstrated an aptitude for leadership based on my **his/her job performance**. I further attest that this individual has demonstrated effort in order to develop him/herself and you believe they will fully commit to the program without impact to their job.

Date: \_\_\_\_\_

Supervising the applicant: \_\_\_\_\_  
Supervised the applicant: \_\_\_\_\_

(This form is intended for the applicant's current supervisor.)

SMUD of 3 SMUD

- Application process with employee manager commitment
- Multi-step process
- Diverse scoring and interview panel
- Encourage employees who didn't make one program to try for another



## Lessons Learned

# Lessons Learned

- Continuous program iteration
- Have open communication with all parties (participants, managers, coaches)
- Educate the organization on the impacts of your program



**Jen Anderson**

Senior Learning & Development Specialist  
SMUD BLT Program Manager  
PRIDE Employee Resource Group Co-Lead



Connect with me on LinkedIn



**Thank You!**

I'd love to continue  
the conversation.



**SOPHIA SELIVANOFF**

Director of HR Services

Regional Government Services, JPA





REGIONAL  
GOVERNMENT  
SERVICES

SERVING PUBLIC AGENCIES SINCE 2002

**SYSTEMIC SUCCESS:  
Building the Structures that Support  
Employee Engagement, Retention and  
Agency Sustainability**

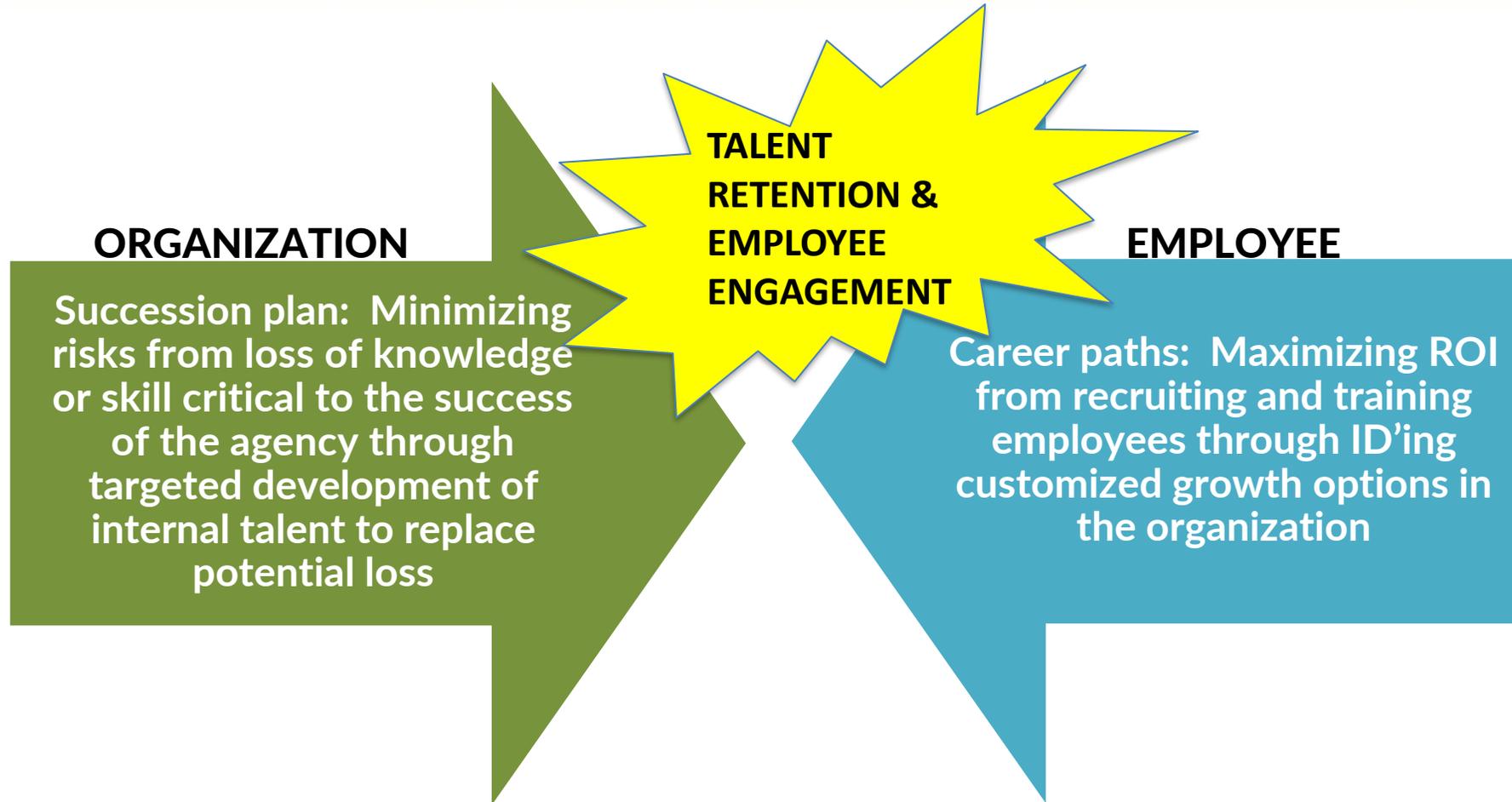
## FAILURE TO RETAIN TALENT → SYTEMIC IMPACTS

- Reduced customer satisfaction and increased complaints
- Lost organizational knowledge
- Lost revenue
- Increased overtime
- Decreased morale leading to more turnover
- Damage to organizational reputation

Plus the DIRECT  
recruitment,  
onboarding and  
orientation costs...

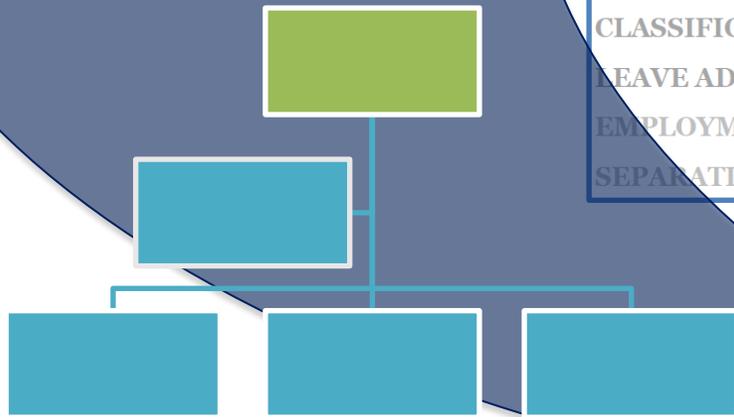


## RETENTION PROGRAMS FOCUS ON:



**Their success...or failure...is only as good as they systems in which they operate.**

Desired talent management outcomes happen - or don't! - within the system we have created...



## JOB DESCRIPTION

### Public Works Supervisor

Date Prepared: December, 2020

**SUMMARY:** Under general supervision of the Public Works Manager, this position assigns, supervises, and reviews work of crews engaged in public works street maintenance, concrete, asphalt, weed abatement, and work release program, road and shoulder grading, street sweeping, sewer and drainage collection systems; assists with the emergency response program; performs related work, as required.

**ESSENTIAL FUNCTIONS:** -- Essential functions, as defined under the Americans with Disabilities Act, may include any of the following representative duties, knowledge, and skills. This is not a comprehensive listing of all functions and duties performed by incumbents of this class; employees may be assigned duties which are not listed below; reasonable accommodations will be made as required. The job description does not constitute an employment agreement and is subject to change at any time by the employer. Essential duties and responsibilities may include, but are not limited to the following:

- Organize and supervise work of maintenance crews involved in weed abatement, graffiti removal.

## PERSONNEL RULES

INTRODUCTION .....	4
DEFINITIONS .....	5
CLASSIFICATION AND COMPENSATION .....	9
LEAVE ADMINISTRATION .....	11
EMPLOYMENT AND APPOINTMENT PRACTICES .....	13
SEPARATION FROM SERVICE .....	15

# CONSIDER MAINTENANCE WORKER TERRY ALLEN.....

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## RESUME

8 years of agency-specific experience in road maintenance

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GED + product vendor-sponsored technical courses

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Successful completion of internal supervisory academy

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Coach for local high school lacrosse team

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Nominated by peers as “Maintenance Worker of the Month” 10 times

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Serving as “new team member” mentor for past two years

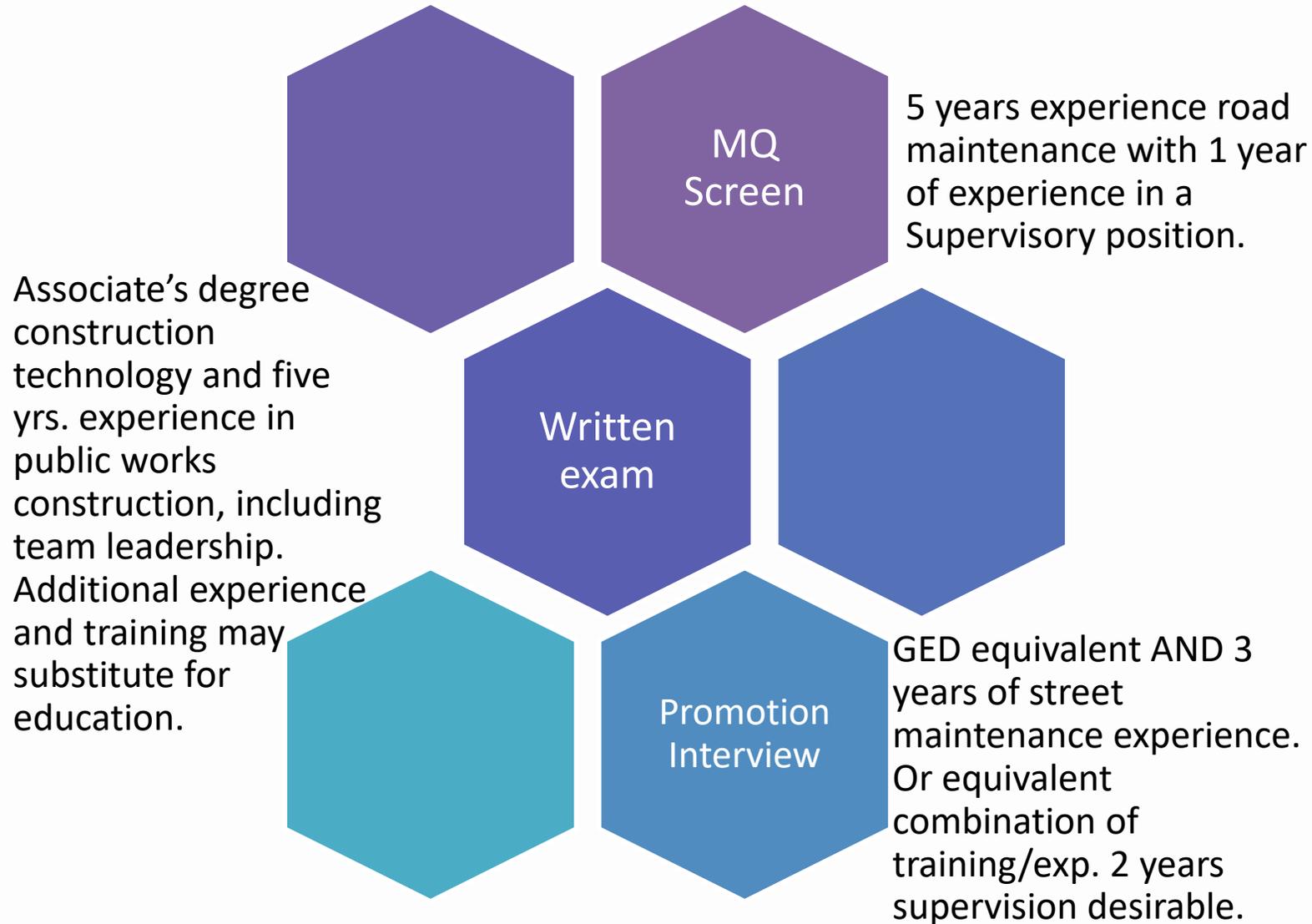
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Annual performance evaluations have “exceeds” in all categories, except “Supervision”, which is N/A.

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# WILL YOUR SYSTEM RETAIN THIS MAINTENANCE WORKER?



# RETHINKING EMPLOYEE GROWTH

## STRUCTURED



- Job: what employees do on a daily basis
- Promotion: Move from one job to another with more pay.

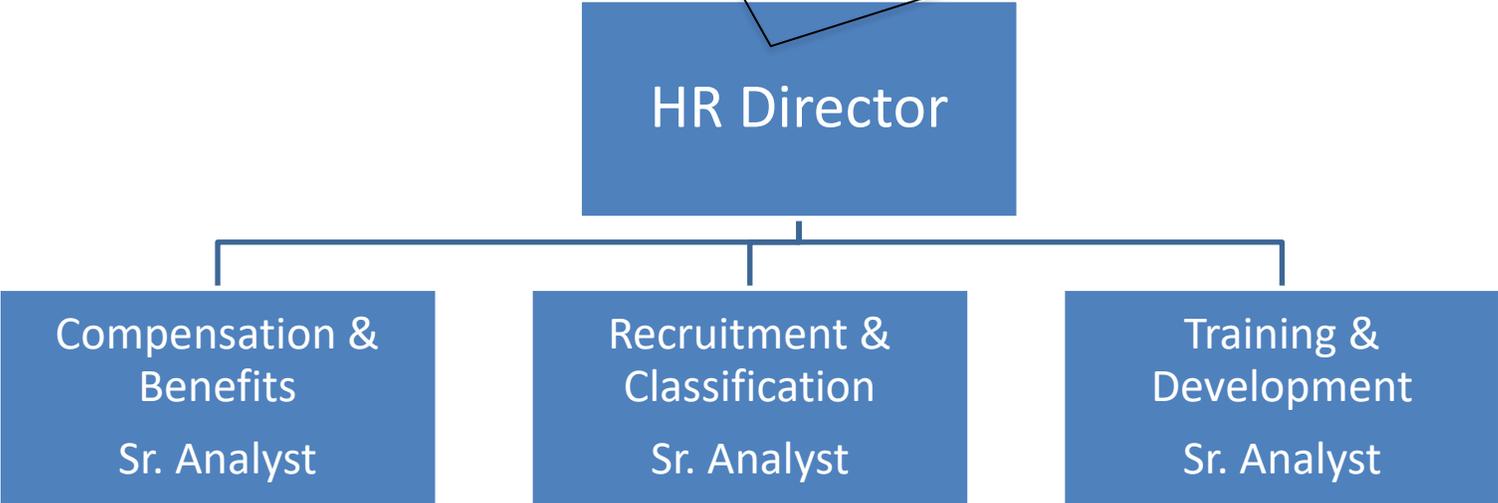
## OPEN-ENDED



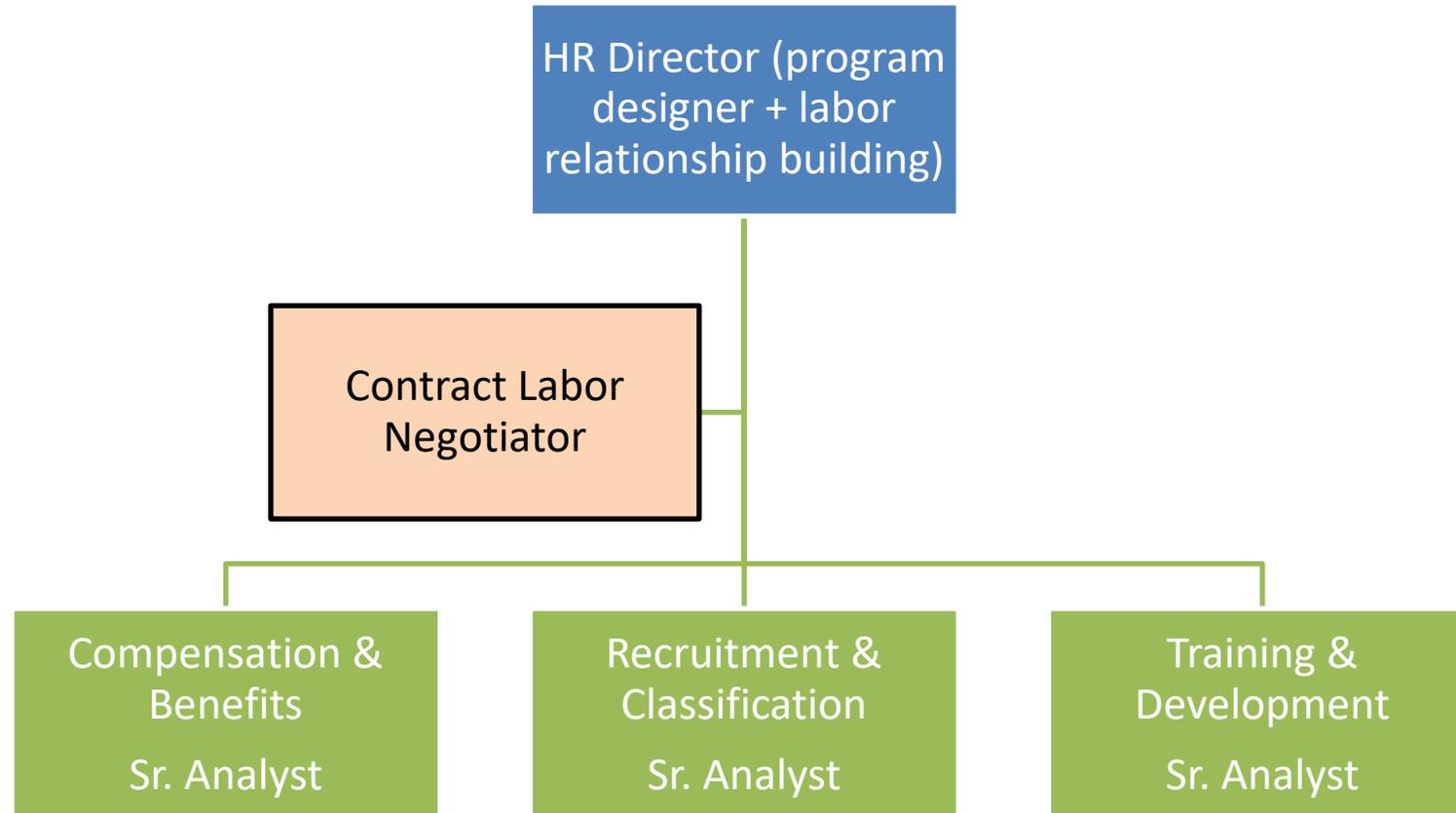
- Role: how employee actions add value to the organization
- Opportunity: ID a new way to add value.

# RETHINKING EMPLOYEE GROWTH

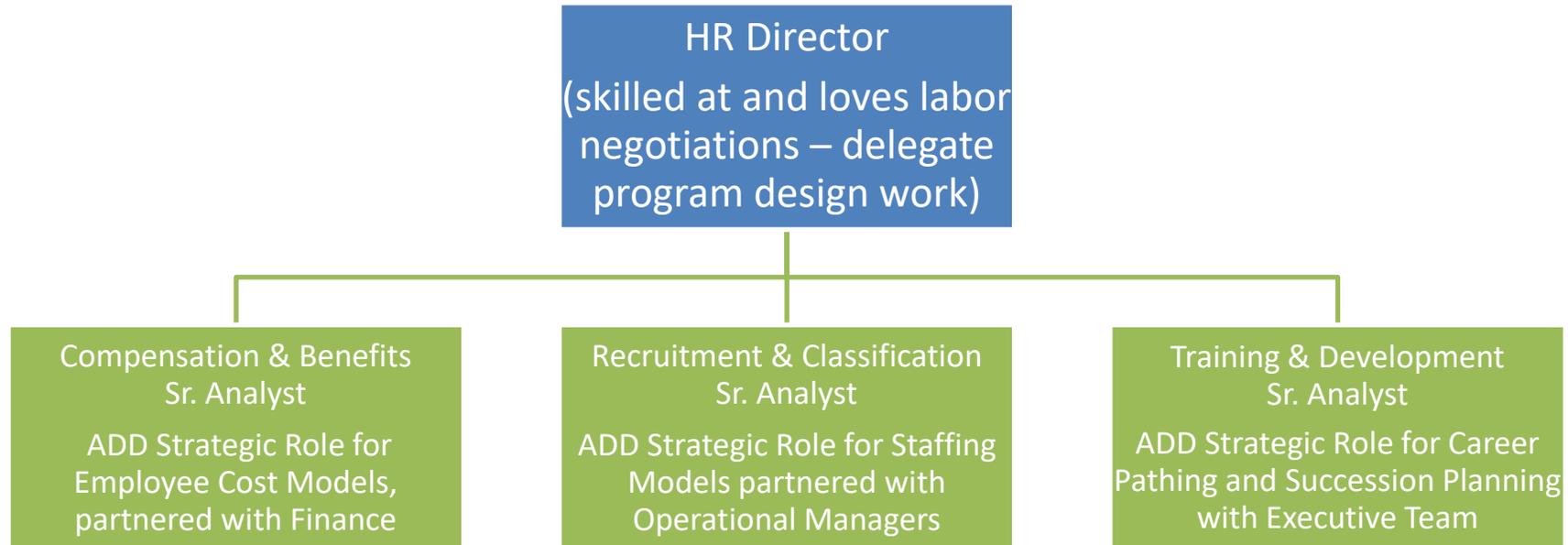
Incumbent: HR program designer who loves labor negotiations - solid 20 years of agency-labor relationship building; spends 30 hours/week with union reps



# RETHINKING EMPLOYEE GROWTH: Promotional Path



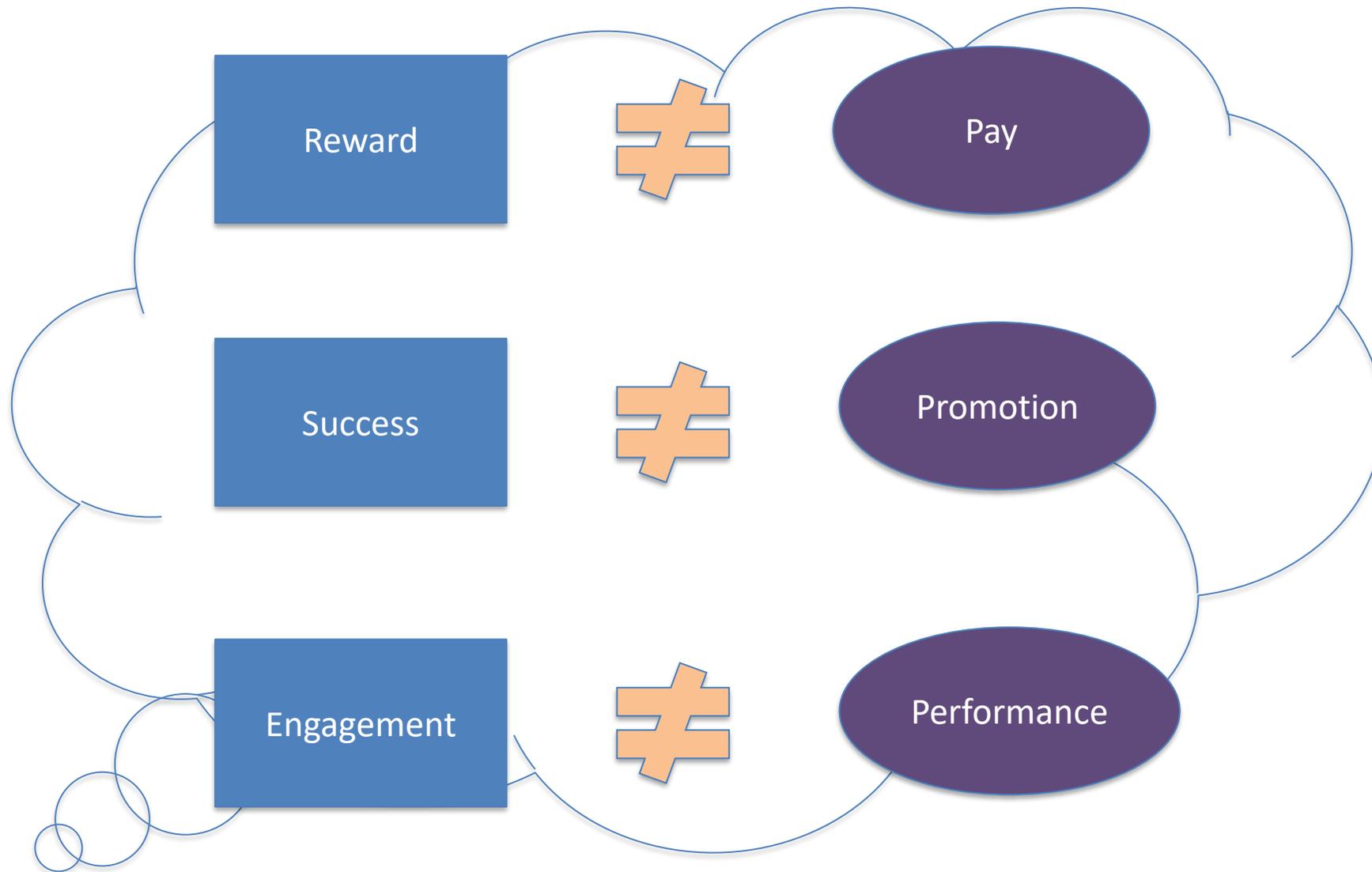
# RETHINKING EMPLOYEE GROWTH: Opportunity Path



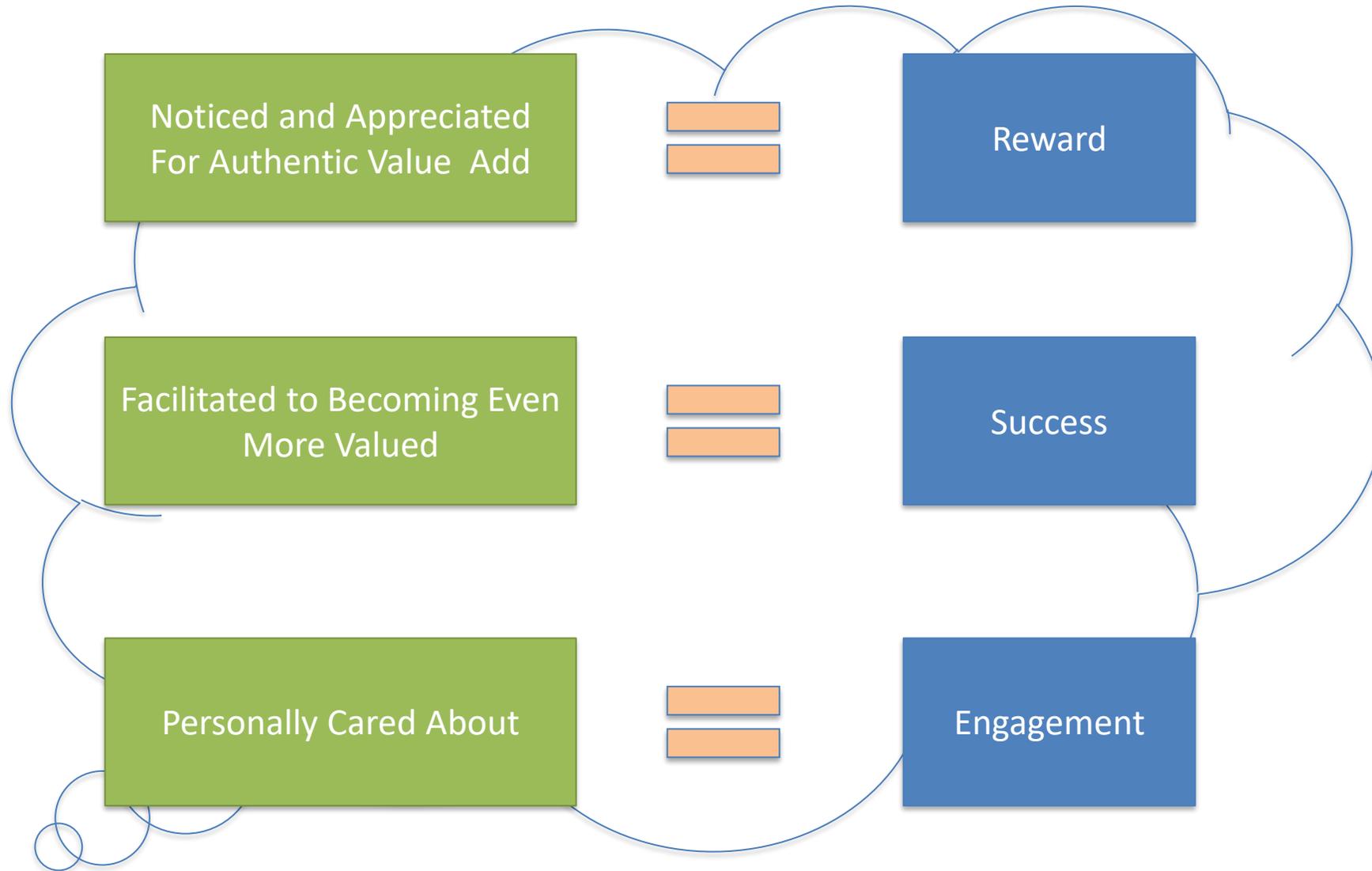
# SYSTEMS ARE DESIGNED TO BE FAIR AND EFFICIENT....



# SOME OTHER ADJUSTMENTS FOR YOUR SYSTEMS THINKING...



# SOME OTHER ADJUSTMENTS FOR YOUR SYSTEMS THINKING...



# SYSTEM ELEMENTS TO EVALUATE

**Some  
Relevant  
Elements**

- Compensation practices
- Personnel administration policies and practices
- Budgets
- Staffing allocations
- Supervisory expectation setting
- Employee expectation setting
- Formal staff development programs, measurement systems and data analysis
- Decision making rules about employee investments
- Delegation of authority
- Pilot programs and other “lab spaces”

# RECALIBRATING SYSTEMS FOR TALENT DEVELOPMENT & RETENTION IS WORTH THE INVESTMENT



Replacing an employee can cost between 50% - 60% of that employee's salary with overall costs ranging anywhere from 90% - 200%

Source: SHRM

**Never stop asking  
“How can we do better together?”**



# PANEL DISCUSSION AND Q&A

What questions or comments do you have for us?



# ILG RESOURCES

## UPCOMING ILG WEBINARS

- **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>

## RECRUITMENT & RETENTION WEBINAR RECORDING

- Catch up on our last webinar session “**Local Government Recruitment and Retention: What Managers Need to Know**”
  - <https://www.ca-ilg.org/webinar/local-government-recruitment-and-retention-what-managers-need-know>

# JOIN OUR WIDESPREAD NETWORK OF LOCAL GOV'T LEADERS



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