

The Future of Local Government: Preparing to Lead

TUESDAY DECEMBER 12, 2023 | 11:30 AM – 1:00 PM



INSTITUTE FOR
LOCAL GOVERNMENTSM
Promoting Good Government at the Local Level



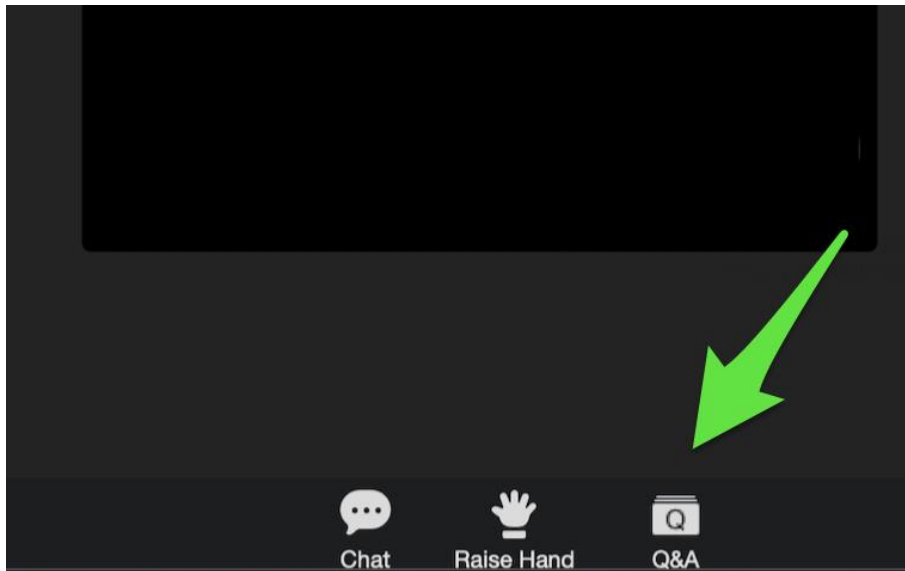
WELCOME



Melissa Kuehne
Senior Program Manager
MODERATOR

TECH OVERVIEW & HOUSEKEEPING

- All webinar participants will be on **MUTE** for the duration of the event.
- Please type any content questions for into the **Q&A BOX** at any time during the session.
- Please type into the **CHAT** to notify the meeting host of any logistical questions or technical issues.



- A recording of the session will be available shortly after the webinar.

TOPICS WE'LL DISCUSS

**Public Sector
Workforce Data**

**New Public Sector
Workforce Project**

**Preparing for
Leadership
Transitions &
Stepping Into
Leadership Positions**

**Creating Better
Onramps Into Public
Service Leadership**

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 Development

Public Engagement

Sustainable & Resilient Communities



Services

Education & Training

Technical Assistance

Capacity Building

Convening

Our mission is to help local public servants **navigate complexity, increase capacity & build trust** in their communities

OUR PANELISTS



Justin Lovell

Director of Administrative Services
West County Wastewater District



Nat Rojanasathira

Assistant City Manager
City of Monterey



Tara Schultz

Executive Recruiter
Peckham & McKenney

SETTING THE STAGE



STRATEGIES TO FIND QUALIFIED CANDIDATES

How do governments respond when there are not enough qualified candidates?



Strategies include:

51% Re-open recruitments (very or somewhat frequently)

20% Hire below minimum qualifications for post-hiring upskilling

10% Reduce or restructure services to match available staffing

6% Overhire for vacancies when candidates are available

See Figures 5, 6, and 10.

Source: Mission Square State and Local Workforce 2023 Survey Findings

RECRUITING THE NEXT GENERATION

Figure 12 **How successful have efforts been to recruit Generation Z employees or new workforce entrants?** (n = 222)

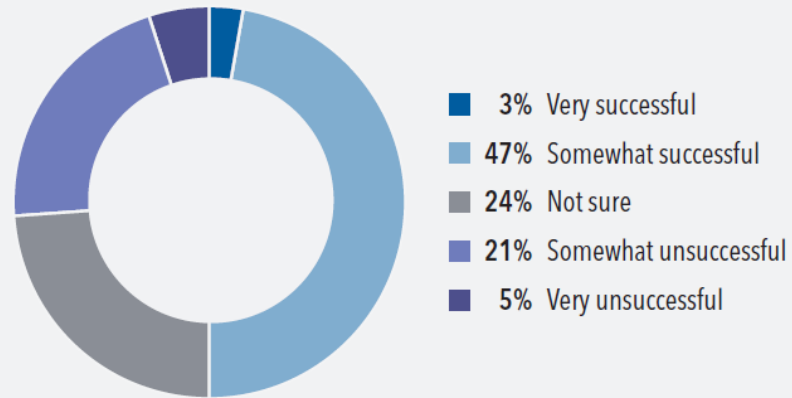
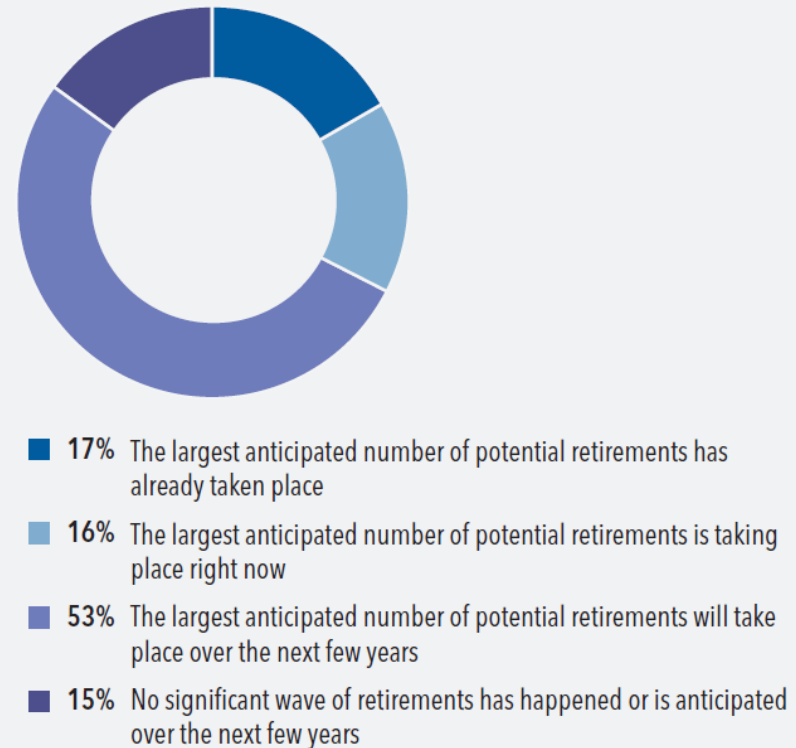


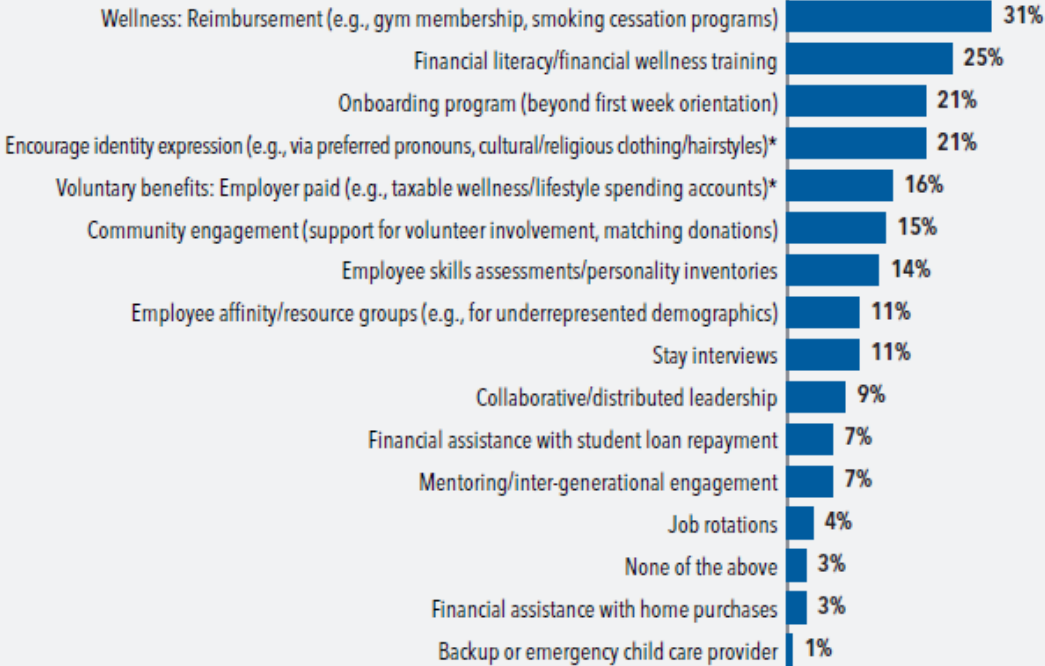
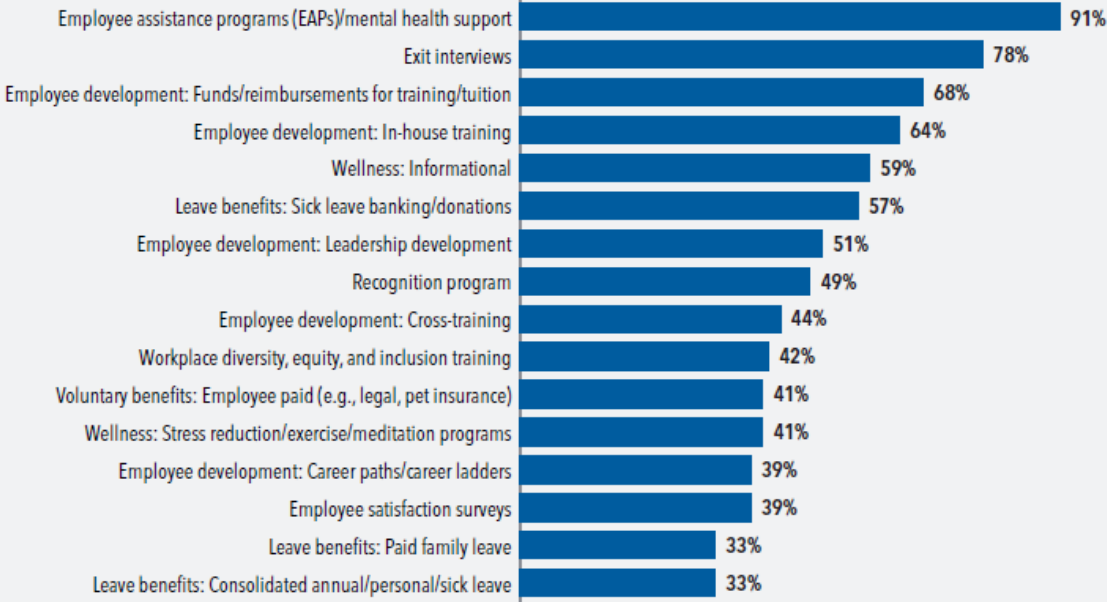
Figure 13 **How would you characterize the impact on your government of the departure of retirement-age baby boomer employees from the workforce?** (n = 211)



Source: Mission Square State and Local Workforce 2023 Survey Findings

EMPLOYEE RETENTION & DEVELOPMENT

Figure 25 Which of the following programs does your organization currently use to encourage employee retention and development? (Check all that apply) (n = 219)

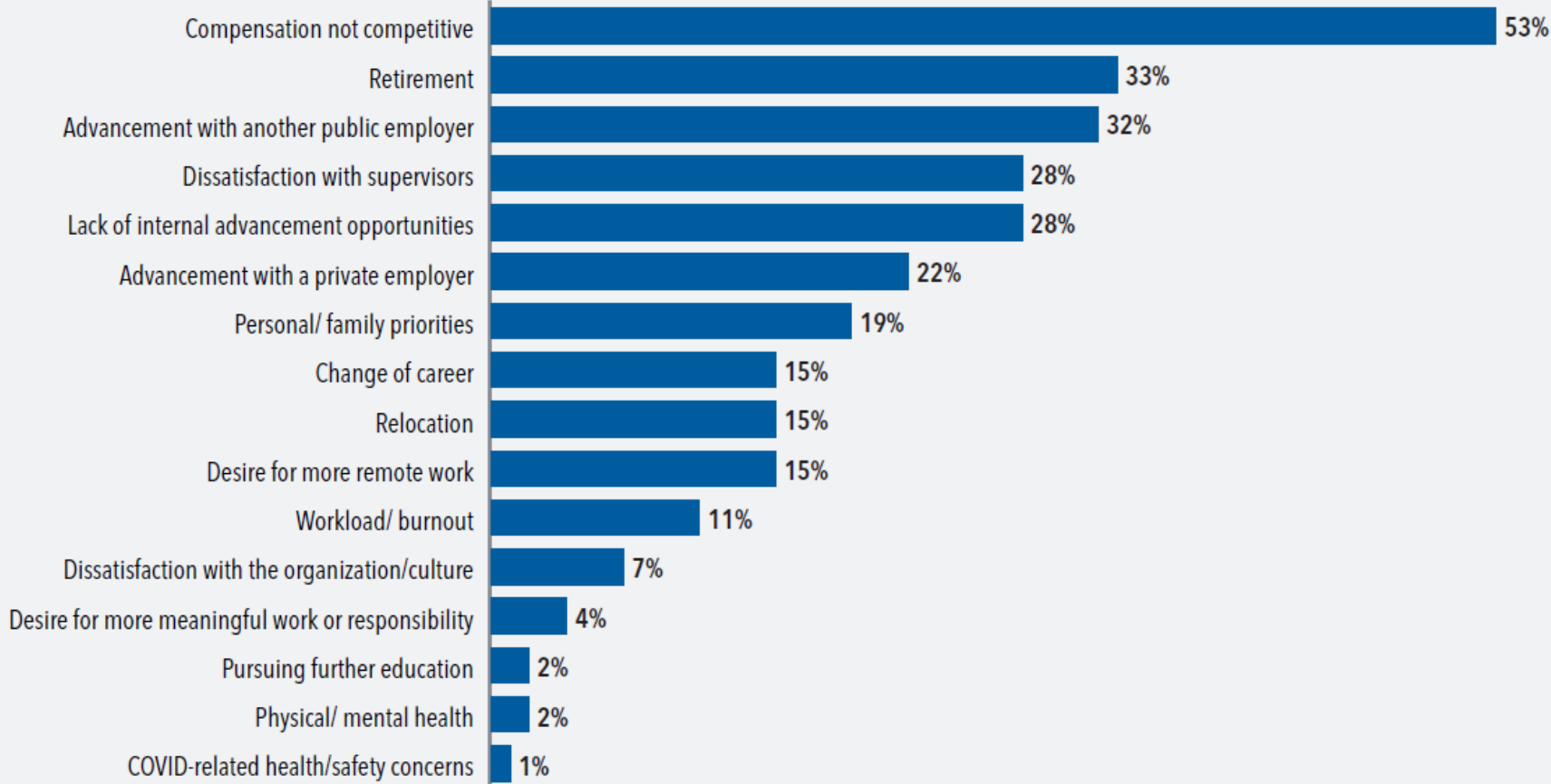


*Response options noted were new to the survey in 2023.

Source: Mission Square State and Local Workforce 2023 Survey Findings

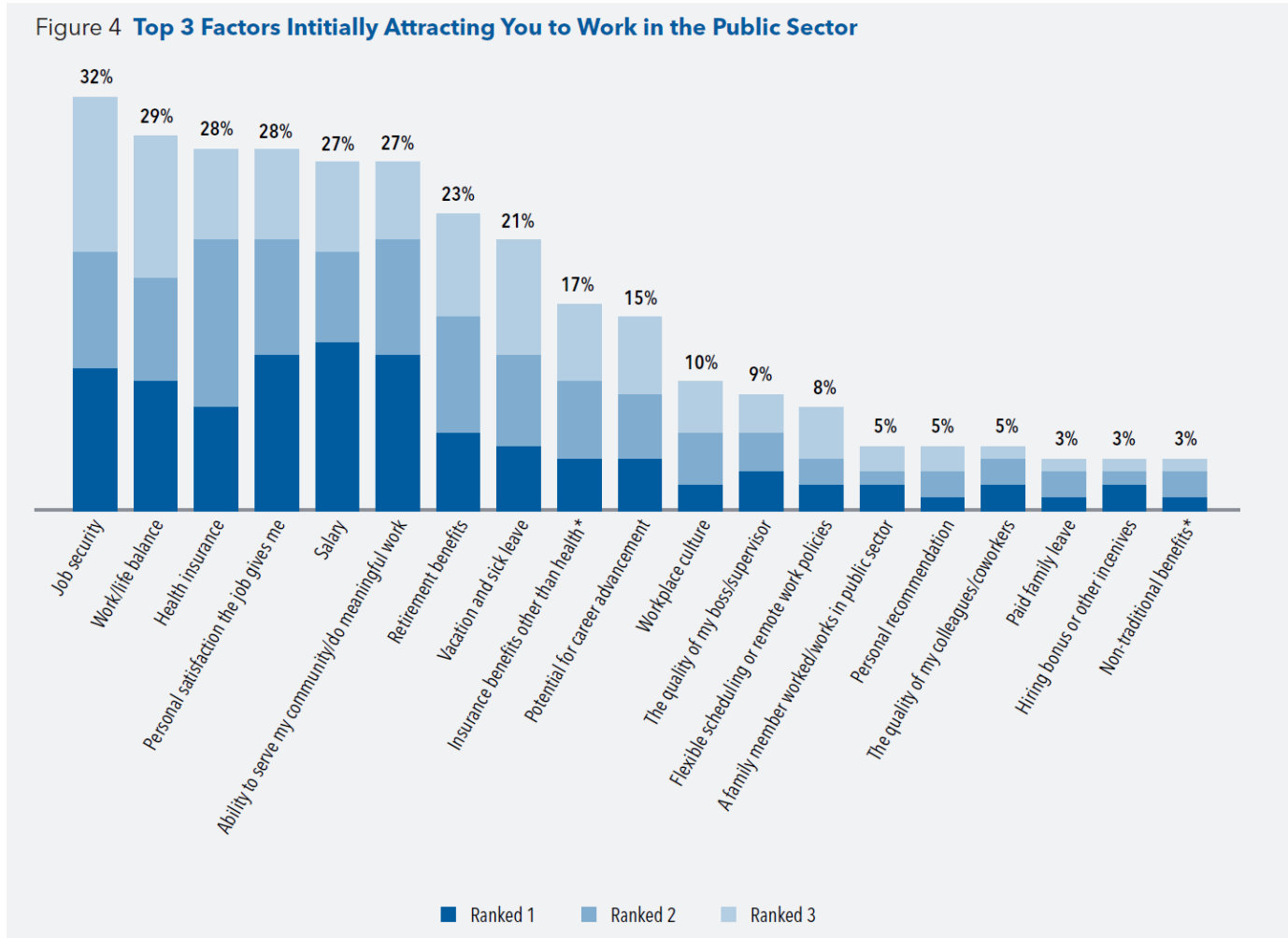
EXIT INTERVIEW THEMES

Figure 26 In exit interviews with departing employees, which of the following have been cited as among the top three reasons for leaving? (Check up to three) (n = 165)



Source: Mission Square State and Local Workforce 2023 Survey Findings

WHAT ATTRACTS EMPLOYEES TO LOCAL GOV



Source: Mission Square 35 and Under in the Public Sector: Why Younger Workers Enter and Why They Stay (or Don't)

MENTORSHIP & UPWARD MOBILITY

Figure 17 **Do You Wish You Had a Mentor at Work That Could Give You Advice about Employee Benefits?** (n=811)

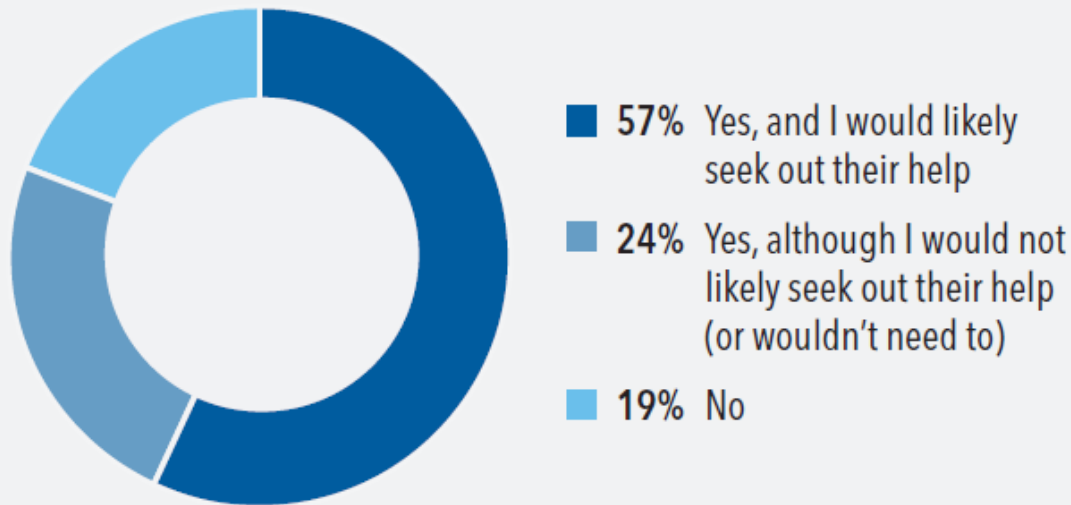
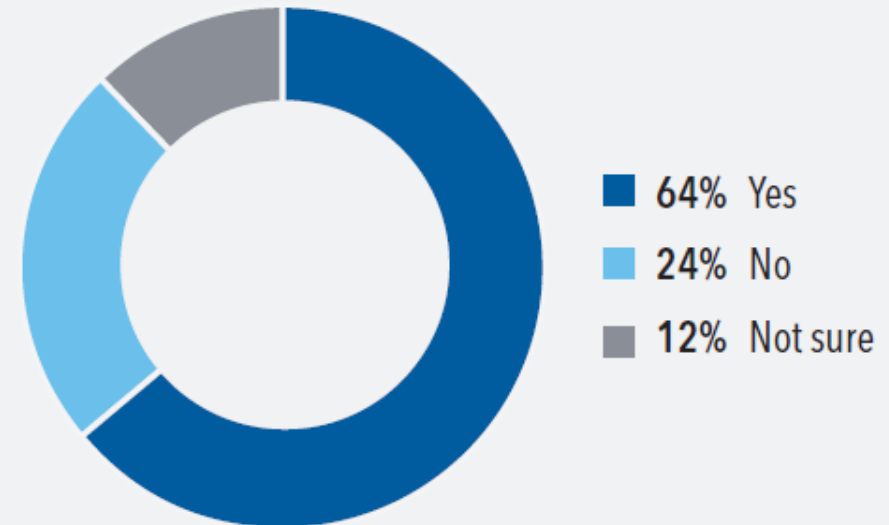


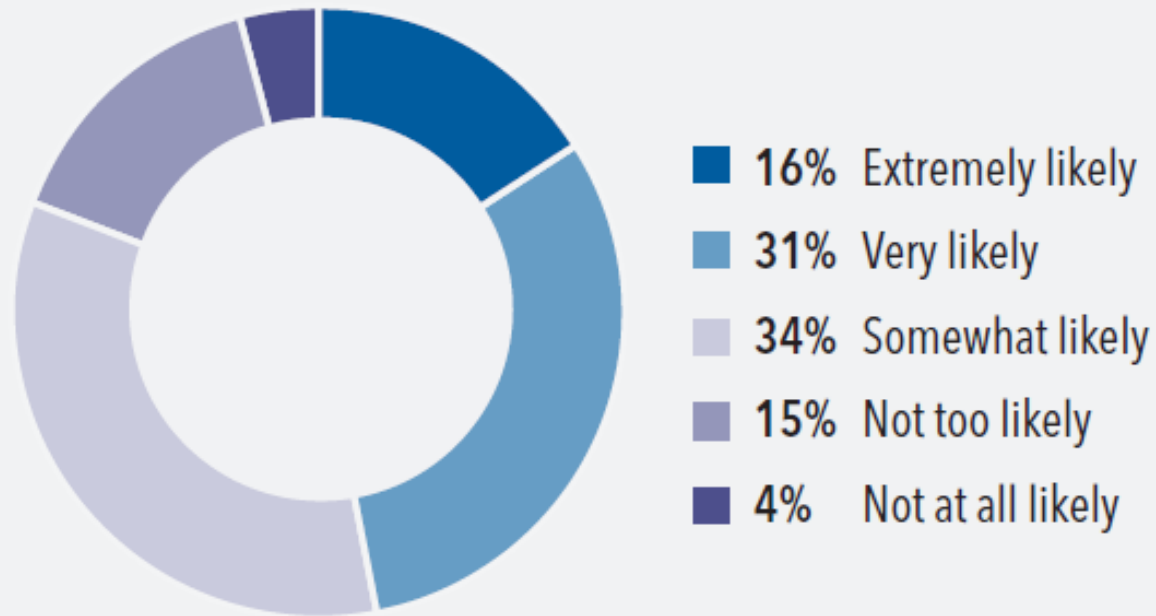
Figure 29 **Do Employees Have a Path to Develop toward Other Roles and Responsibilities?**



Source: Mission Square 35 and Under in the Public Sector: Why Younger Workers Enter and Why They Stay (or Don't)

JOB REFERRALS/RECOMMENDATIONS

Figure 30 **Likelihood of You Recommending Career in Public Service to a Friend or Family Member**



Source: Mission Square 35 and Under in the Public Sector: Why Younger Workers Enter and Why They Stay (or Don't)

A NEW PUBLIC SECTOR WORKFORCE PROJECT: IDEA



PROJECT PARTNERS



**California Special
Districts Association**
Districts Stronger Together



Cal-ICMA
California Consortium
A State Affiliate of **ICMA**



City of
SACRAMENTO



THE BIG IDEA...

Diversity + Equity + Access

- Help public sector employers develop solutions to hiring and retention issues by making it easier for underrepresented communities to learn about, compete for, and thrive in local government careers.

- Work with regional local governments to make workplace and hiring practices more accessible to and inclusive of historically disadvantaged, underrepresented and low-income communities by engaging with those communities in the development of our recruitment and retention strategies.

THE KEY ELEMENTS

**Updated Regional/Statewide
Needs Assessment**

**Community Outreach &
Recruitment
Pilot Program**

**Workforce Library
& Resource Hub**



**Systems Change
Pilot Program**

**Community
Insights**

**Best Practices
Guidebook**

ZOOM POLL

PREPARING FOR LEADERSHIP TRANSITIONS



ZOOM POLL

CREATING BETTER ONRAMPS INTO PUBLIC SERVICE LEADERSHIP



AUDIENCE QUESTIONS



JOIN THE IDEA PROJECT!



Share your story to
better inform
strategies

Participate in a
focus group!

Join the discussion
with community-
based
organizations

Email info@ca-ilg.org for details!

JOIN OUR NETWORK OF LOCAL GOV'T LEADERS



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482
Cities

2,500+
Special
Districts

20,000+
Local
Agency
Leaders



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**THANK
YOU!**



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