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

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CAL-ICMA TALENT INTIATIVE

Cities, towns, counties, and special districts across the state are experiencing persistent challenges attracting and retaining qualified employees. These concerns led to the creation of the Cal-ICMA Talent Initiative.

The Talent Initiative launched with the goal to engage chief executives, human resources professionals, and emerging leaders in a conversation about effective local government talent strategies.

We began with three questions:

- What are the kinds of talent challenges that confront cities, counties, and special districts in California?

- What obstacles hinder our efforts to address talent challenges?

- What are the best practices from public and private sectors, culture-building strategies, and other resources we can use to better attract, retain, and grow talent?

This report presents the results of the outreach and research conducted by the Talent Initiative Team and provides a resource for local government leaders seeking to improve how they attract and retain and develop future talent.

EXECUTIVE SUMMARY

Purpose
The purpose of the Cal-ICMA Talent Initiative is to help managers in local government focus on the business imperative of attracting, retaining, and growing talent.

Assessment Activities
To assess the talent challenges facing local governments in California, the Cal-ICMA Talent Initiative Team reviewed current talent management literature, administered a survey of 372 senior managers, conducted interviews with private and non-profit sector thought leaders, and facilitated 11 focus groups throughout California involving 272 local government managers.

Key Findings About The Talent Challenge
Local governments have not adequately prepared for the baby-boomer retirement wave and are struggling to fill the void; yet there is reason for hope. Local governments possess a potential advantage in attracting and retaining today's talent. This is because today's work force seeks meaning in their work and wants to make a difference. At its core, the purpose of local government is to serve communities and provide for a high quality of life for residents. Careers in local government are an opportunity to contribute to building communities – what better way to have impact?

Local governments can no longer rely on "stealing" talent from other agencies; more than ever, public agencies need to grow their own talent. Employees who are learning and growing are more likely to stay with an organization. Talent development must be integral to every manager's core duties. Successfully attracting and retaining talent requires a positive organizational culture. Ae traditionally bureaucratic governmental culture inhibits innovation, discourages experimentation, and turns away the best talent. Retooling organizational cultures to better attract and retain early-career talent will enhance organizations for all employees and positively affect performance and productivity.

Challenges in Attracting, Retaining and Growing Talent
Managers who participated in the 11 focus groups identified an array of challenges that need to be addressed. They also expressed the need to engage elected officials in a conversation about the issues. A few of the key challenges they identified include:

Attraction/Recruitment
- Agencies are experiencing a large number of vacancies in key positions, and there are fewer seasoned department heads and other senior managers to recruit from other local government agencies.

- Internal candidates frequently lack sufficient management experience and leadership ("soft") skills.

- The hiring process in local governments can be lengthy and includes factors that make it less competitive with other sectors, including testing requirements and minimum qualifications that can disqualify untraditional candidates.

- Job specifications and operating practices (e.g., job duties, work schedules) in local government organizations can be inflexible.

- Agencies do not allocate sufficient resources to market or brand their organizations.

Retention & Development
- Local governments have not made training and professional development a priority.

- Long commutes, high-cost housing, and lack of child care all work against retention.

- Traditional or even "stodgy" organization cultures are not inspiring for early-career professionals.

- The deep recession and restructuring of organizations have resulted in the elimination of mid-manager and other "step-up" positions.

- Political in-fighting and uncivil discourse discourage talented professionals from entering or staying in the public sector.

- Mid-career professionals are reluctant to pursue higher-level positions when there are adversarial politics and impacts on work-life balance.

Themes from Thought Leaders

The Talent Initiative Team conducted four interviews with recognized "Thought Leaders" from the technology and non-profit sectors in order to enhance our understanding of how to better compete for talent. Themes included:

1. Early-career professionals want to have a role in addressing social problems; they want to have an impact.

2. These professionals lack an understanding that local governments are in the business of solving community problems; the profession must do a better job of branding this message and adapting organizational culture to engage enterprising millennials.

3. Talent initiatives need the active encouragement and support of senior leadership.

4. Local governments must tell their story, especially regarding the opportunity to serve and make a difference.

Findings & Recommendations

The Talent Initiative report identifies a variety of actions, both large and small, that local governments can make to increase their chances for successfully attracting, retaining, and growing talent.

A fundamental recommendation of this effort is to **ensure that every manager understands that the professional development of their employees is a primary job duty and that all employees take responsibility to grow and develop in their work.** If both leaders and employees embrace their roles, all other recommendations can follow.

Assistance from Professional Organizations

Professional organizations play an important role in championing local government as a noble, rewarding, engaging, and thriving job sector. Therefore, regional and professional organizations should be enlisted to assist advancing the Talent Initiative by:

- Developing sample branding materials including enticing job announcements that all government agencies can customize and use in their efforts to attract talent (Cal-ICMA with ILG)

- Hosting educational sessions that highlight the importance of attracting, retaining, engaging, and developing talent and address the challenges identified through the Talent Initiative (Cal- ICMA, LCC, MMANC/SC, CSAC, and others)

- Promoting shared service models for delivering training and development programs on a regional basis (CPAAC)

- Expanding ICMA student chapters and outreach efforts to universities to engage early-career professionals (MMANC/SC)

- Focusing on leadership development (with emphasis on "soft skills") for mid-managers and aspiring leaders (Cal- ICMA, MMANC/SC, ELGL)

- Conducting "Future County Department Heads" and "Future City Manager" seminars (CACE, CSAC Institute, Cal-ICMA)

- Drafting model language for employment agreements to provide greater flexibility addressing staffing challenges (CALPELRA)

Key Recommendations

Attracting Talent

- Eliminate minimum qualifications for entry-level positions

- Update job postings to focus on meaning, values, learning, skills development, and organizational culture

- Hire for potential and learning agility vs. technical skills and knowledge

- Expand recruitment reach by using social media sites and new technologies

- Offer internships or fellowships to students, independently or through the ICMA Local Government Management Fellowship Program

Retaining and Developing Talent

- Assess the leadership pipeline and develop home-grown talent

- Provide staff with training and professional development opportunities annually, develop specific learning outcomes

- Offer mentoring and coaching to aspiring professional

- Utilize multi-departmental and cross-functional project action teams

- Use interim or acting assignments or provide job rotation opportunities to fill roles or "try out" staff

- Ensure that all supervisors are accountable for the development of their staff and follow up regularly

Retooling Organizational Culture

- Use on-boarding activities with new employees to engage them with top management and discuss organizational values and "What we care about"

- Incorporate more flexibility in scheduling, holiday closures, and other ways to do our work

- Create opportunities for face-to-face interactions with top management

- Create a "culture of appreciation" and recognition

- Promote more autonomy for employees and provide opportunities to work on the whole project

- Increase employee engagement, including active listening, engaging them in problem-solving, and promoting a sense of community and belonging

- Promote a practice of ongoing performance conversations with employees (not just annual performance evaluations)

Encouraging Employee Initiative

- Promote growth and development as a core element of each employee's job responsibilities

- Encourage employees to identify their career development goals and support their ability to achieve them

- Invite each employee to include desired professionaldevelopment plans in their regular reviews with a supervisor

Follow-Up Action Steps
The Cal-ICMA Talent Initiative Team seeks to advance the recommendations contained in this report by:

- Updating the Cal-ICMA website to include tools, a knowledge-sharing database, and other resources for organizations to use in implementing the Talent Initiative locally.

- Continuing to solicit exemplary programs and examples of best practices that can be shared via the Cal-ICMA website.

- Learning from the private sector and adapting and communicating relevant practices.

- Engaging professional associations in discussions about their roles and contribution in implementing these recommendations; developing an implementation plan.

- Creating a "Great Places" program to showcase talent management efforts and acknowledge organizations that are implementing the best practices contained in this report.

INTRODUCTION

To remain viable and effective into the future, local governments must implement new ways to address the challenge to attract, retain, and grow employees.

The competition for talent in California is fierce. Times are changing and more than ever before, today's workforce is willing to move between agencies—and sectors—to find workplaces that are engaging and will help them meet their personal goals. If we don't reconsider our collective appeal and change our practices our staffing challenges will persist.

The Cal-ICMA Talent Initiative was created to help chief executives, human resources officers, and emerging local government leaders focus on the business imperative of attracting, retaining, and growing talent. As such, we engaged leaders in the following conversations:

- What are the talent challenges that confront cities, counties, and special districts in California?

- What obstacles hinder efforts to address talent challenges?

- What best practices can be used to better attract, retain, and grow talent?

Over the past two years, the Cal-ICMA Talent Initiative Team solicited feedback about the persistent talent-related challenges in local government. Nearly 400 surveys were completed by chief executives, human resources directors, middle managers, and emerging leaders. Additionally, 11 focus group meetings totally 272 individuals were held throughout the state—from San Diego County and the Coachella Valley to the Central Coast, Bay Area and the Capitol Region. The team also conducted interviews with thought leaders from the private sector.

A number of themes emerged. First and foremost, was the recognition that local governments have not done enough to build an adequate talent pipeline to address the staffing needs of today and the future.

Boomer Impacts

The baby boomer generation—those born between 1946 and 1964—responded in great numbers to President John F. Kennedy's call for service: "Ask not what your country can do for you, ask what you can do for your country." Today, baby boomers comprise a large share of the public workforce—especially in senior management—and as their retirement wave hits, there are significant implications for local government.

As baby boomers retire in the next decade, Talent Initiative findings revealed a critical concern: the readiness of those behind them. Over the past few decades, local governments have trended toward flatter organizations. This trend peaked during recent recessionary times as additional mid-manager positions were cut. In addition, training budgets were reduced or eliminated. Now, as boomers are vacating key leadership roles many agencies face the reality that their leadership pipeline is insufficient.

The next generation of leaders will emerge; however for many organizations it will be rough road to get there. Agencies will encounter challenges that demand fresh thinking and an imperative to embrace "talent development" as an established tenet of its organizational philosophy. Importantly, for this transition to be successful, employers must learn and understand the motivations of their future leaders.

Game Changers

Increasingly, local governments are filling open positions with the next generation of employees. This new generation has a set of priorities and professional values that are different from those who came before them.

Research has shown that at a macro level employees of each generation seek different meaning and purpose in their work. For example, baby boomers are described as work-centric and define themselves by their professional accomplishments. Millennials (born between 1980 and 1997) do not define themselves simply by their profession. They seek meaning in the work they do and value having a life-work balance.

In his book, *Drive!*, author Daniel Pink declared, "Meaning is the new money." While previous generations were satisfied with process-based work that offered consistency and reliability, today's workforce wants to be creative, collaborative, and inspired by what they are doing.

Clear organizational goals, translated into the day-to-day work experience, are one of the strongest motivators of younger professionals. The ability to provide rewarding, tangible, service-focused work at the local level can be a competitive advantage for attracting and retaining talent. Local government must capitalize on this advantage.

The question remains whether the new workforce recognizes government as a force for good and a means to translate their passion into making a difference at the ground level.

Leading professional associations play a role in championing local government as a noble, rewarding, and engaging job sector. Specifically, the Talent Initiative concluded that our collective success hinges on our ability to articulate what local government can offer prospective employees and how those advantages are communicated. This is referred to as the "Employee Value Proposition." The workforce of tomorrow is multi-generational and highly diverse. The most successful organizations will be those that best understand this fact.

Organizational Culture

Another key finding the Talent Initiative is the importance of organizational culture and its implications on employee retention. According to a June 2017 Gallup poll, six in 10 millennials are looking for new employment opportunities. Leadership practices affect how employees feel about their organization and how long they choose to stay. For many of today's employees retention is linked to learning, challenge, and engagement. When employees work in an environment that helps them thrive and grow, they are more likely to stay.

In light of this, organizations must let go of their concern that developing employees will simply result in losing them to another agency ("We don't want to be a training ground for other organizations"). Retention strategies must extend beyond compensation and incentive packages. To be successful, they must include fostering a work environment that engages employees in continuous learning and instills a sense of purpose.

Agencies can no longer rely on the practice of "stealing" employees from each other. More than ever, public agencies are competing for talent—and to be successful, they need to re-brand and reposition themselves as learning organizations that foster innovation, engagement, and personal satisfaction.

ATTRACTING & RECRUITING TALENT

Without the right employees, no organization can achieve its mission. Gone are the days where local governments can be passive in their recruitment efforts. To be successful, agencies must accept that they are in competition for the best talent.

The only exposure to the inner-workings of local government for most Americans is the City of Pawnee, Indiana, the fictitious community featured in NBC's hit sitcom, *Parks and Recreation*. For many, local government work remains a mystery. This suggests a great opportunity to tell the story of how local government services are fundamental to the daily lives and activities of all Americans. Research has shown that across industries a whopping 50% of employees lack a sense of meaning and purpose at work. A career in local government offers a strong community-oriented mission and focus on public service. This should create a competitive advantage for attracting talent.

An important hurdle to overcome is the distrust of government held by many. A 2017 survey from the Pew Research Center reported an overall level of trust in government at near historic lows: only 20% say they trust the government to do what's right always or most of the time; 68% say they trust the government only part of the time; and 11% state that they never trust the government to do what's right. Local governments are viewed in a more positive light than other levels of government; however, to combat this general perspective, local governments must work to build trust and promote the profession as a mission and service-oriented field.

Today's workforce has the power to affect positive change in attitude toward local government. They are asking the following questions:

- 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?

Leaders must listen, respond, and engage the workforce to demonstrate that employees are empowered to solve community problems. In addition, agencies must modernize and build an adaptable public sector that is prepared to address 21st-century challenges.

Challenges to Replenishing Talent

The Center for State and Local Government Excellence reported in 2017 that the recruitment and retention of qualified public sector employees tops the list of workforce challenges. This finding was echoed by a 2012 study by the Society for Human Resource Management forecasting that by 2022, talent development will be the highest priority for human resource functions.

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Human resource officers are signaling a looming workforce crisis. And findings of the Talent Initiative offer the top five reasons for this phenomenon. These are listed below and explored in the following sections:

- Retirement

- Candidates

- Compensation

- Bureaucracy

- Mismatch

RETIREMENTS

The baby-boomer "retirement wave" is here. In April 2017, the City of Los Angeles reported that over 40% of its 45,000 employees would be eligible for retirement by 2018. This trend reflects a larger issue for employers across sectors, as over a quarter-million U.S. employees reach 65 years of age each month. As governments generally tend to have a larger share of these employees than the private sector, the impact is even greater on us.

Talent Initiative participants reported large numbers of vacancies in key positions, compounded by fewer seasoned department heads and other senior managers to recruit from other local government agencies. In many cases, this has resulted in the loss of valuable institutional knowledge, the disruption and short-staffing of departments, and lengthy and costly (replacement) recruitment processes.

Recommendations

1.1 **Use retirees.** Taking a cue from the federal government, consider a phased retirement plan that allows employees the opportunity to work part-time after reaching a certain age. As part of the arrangement, require that a portion of the employee's time be spent mentoring their replacement. Alternately, recruit retired workers—on a temporary basis—to help fill a knowledge gap as they train younger workers to take on legacy assignments.

1.2 **Succession plan.** Make succession planning a priority and an ongoing business practice. This can be done in a number of ways—for example, through confidential discussions between employees and managers about retirement plans and a plan to transfer knowledge in anticipation of a critical, soon-to-be-vacate position. Succession planning can be good for morale; investing in workforce development and promoting from within encourages staff to take on new responsibilities and sends the message that they are valued.

1.3 **Anticipate needs.** Monitor external factors that could affect your organization's ability to recruit employees—for example, economic drivers and the size of college graduating classes. Local governments should also look inside their organizations to see who will be retiring, who's likely to move on, and what talent is available to fill anticipated vacancies over the next three to five years. Additionally, agencies must invest in training for its employees to meet changing industry needs and implement best practices.

CANDIDATES

A common theme reavealed by city managers in the focus groups is that internal candidates are often not ready to move into management roles where they are experiencing high rates of turnover. Promoting or hiring inexperience managers is considered risky, as these candidates—although having the technical skills—may lack management or leadership skills.

The pool is event smaller for positions that require both strong technical skills and management experience. In addition, fewer candidates have the necessary certifications to take on new roles (i.e., engineers, water treatment plant operators, and agricultural commissioners), and others lack the comprehensive training legally required for public safety officers, and health and social service workers.

Local governments have been slow to emerge from the Great Recession. According to a June 2016 Governing article, "State and local governments have 500,000 fewer employees than they did in 2008 due to layoffs, hiring freezes, and a growing number of eligible employees choosing to retire." With fewer workers in the pipeline, local governments may simply not have enough people available in their organizations for promotions.

Recommendations

2.1 **Open up recruitments.** Local governments must revise their job descriptions and minimum qualifications in order to attract a broad pool of candidates. In fact, qualified private sector candidates are often weeded out of the recruitment process. Local governments should also market and advertise positions differently—e.g., selling the values of public sector work and posting job announcements using private sector techniques and platforms (i.e., LinkedIn, Glassdoor, Indeed, industry-specific websites, etc.).

2.2 **Promote government.** Local governments need to better tell a story about the value and nobility of public service. This requires a concerted effort from professional

organizations (e.g., ICMA and MMANC/SC) and cities banding together. It also requires proactive approaches that outreach to high schools and universities to promote the values of public service careers. Initiatives worth exploring: ICMA's "Life, Well Run" campaign, the City of Sacramento's "Summer at City Hall" program, and ILG's "Engaging Youth" project.

2.3   **Hire for potential.** Hiring for potential rather than just hiring for experience—especially for entry-level positions—can pay huge dividends in building long-term talent. Candidate attributes like curiosity, determination, and the ability to "Learn on the fly" can yield new organizational perspectives, a culture unafraid of new challenges, and an insightful talent pipeline. The bonus: employees often feel loyal to organizations that "gave them their shot," which can lead to greater retention.

2.4   **Grow talent.** To attract the next generation of talent, local governments must become learning organizations. In doing so, they must invest in internship programs (like the ICMA Local Government Fellowship Program) that attract talent and provide challenging assignments. These opportunities help agencies identify future talent and fill work gaps, while also availing interns with relevant experience for entry-level positions. Additionally, interns can provide insight to emerging workforce drivers, and serve as a brand ambassador to recruit other interns—and a future workforce.

2.5   **Be flexible.** While the civil service provides structure and process for personnel management, for many organizations it is often many decades old. This means that the rules and protocols can be disconnected with today's market realities and employee needs. Left as is, outdated civil service rules will put local governments into an even more serious labor crisis.

COMPENSATION

A longstanding benefit of the public sector has been its stable pension and retirement system. This has been a key component of an agency's employee recruitment strategy. However, with the 2012 passage of the California Public Employees' Pension Reform Act (PEPRA), adjusted pension tiers and lower benefits for new hires may no longer offer a competitive edge for local governments.

Geographic challenges also exist. Local governments in rural areas cannot offer salaries competitive to more urban areas. Housing in urban areas is costly and there is a shortage of affordable childcare options, resulting in employees commuting long distances from areas with lower costs of living. Another complexity to this reality: dual-income households must weigh the mutual benefits of relocation, both financially and based on family needs.

Finally, the private sector offers high compensation packages —including bonuses —for in-demand technical positions like health care workers, doctors, engineers, and IT and healthcare professionals. Adding to this is the perception of challenging projects, career progression opportunities, support systems, and flexible work schedules—in contrast to a perception that the public sector is rigid, dull, and lacking opportunities for personal and professional growth.

Recommendations

3.1   **Consider options.** In a post-PEPRA world, local governments are challenged to find ways to provide retirement security, particularly as an employee retention and attraction strategy. Options for consideration: employer-sponsored deferred compensation plans, enrollment in Social Security, extended-term life insurance policies, and contributions toward retiree health benefits or long-term care coverage.

3.2   **Showcase strengths.** Studies show that today's workers value a high quality of life. For rural agencies that cannot offer

high compensation packages, employee attraction strategies should highlight local community strengths—recreational and cultural amenities, high-performing schools, affordably priced housing, small-town charm, and proximity to the "Big city."

3.3   Provide incentives. A variety of perks can help attract top talent to local government—from childcare subsidies and student loan repayments to signing bonuses, housing assistance, and critical position pay. While these suggestions can have cost impacts, agencies should focus on providing incentives that are most important to its employees and which align with the values of its organizational culture.

3.4   Offer growth. Governments take on large, important projects that can offer major growth and career opportunities. As such, these should be used as selling points for hard-to-fill jobs that compete with the private sector. According to Governing Magazine contributor Elizabeth Kellar, the message to workers should be "Wanted: Smart people with a passion to fix things so our society is a great place to live."

BUREAUCRACY

According to NYU professor Paul Light, the government's reputation for bureaucracy drives away potential candidates. Case in point: local government's recruitment process. Many agencies are locked in outdated processes (e.g., testing requirements and minimum qualifications) that stand in the way of bringing in the best and the brightest. While these procedures may be fine for recruiting employed, mid-career professionals, they aren't nimble enough to attract those who often need a job quickly for income. Governments can take up to six months to fill positions and may lose candidates to the private sector where recruitments can be completed in a matter of days.

There is also the simple matter of job descriptions and titles. They are often hard to understand, can sound dry and uninteresting, and often use industry-oriented language. They also visually appear stodgy yet overwhelming, as they are dominated by text that over-describes the duties and requirements of the position.

Agencies need to revamp their recruitment approach and incorporate new practices to effectively showcase positions and their importance to the organizational culture. Governments also need to look "Outside the box" when advertising job openings, going beyond the use of traditional government websites and trade journals if it expects to attract fresh talent.

Recommendations

4.1   Go brand. Agencies are in a prime position to brand themselves—to help create an image of their organization to potential employees. In doing so, local governments should consider updating job descriptions to emphasize meaning, values, learning, and skills development. Job announcements can also be retooled to include a narrative of the organizational culture, and to reposition the tone of "Are you good enough to work for us?" to "Why you want to work with us!"

4.2   Streamline process. Shorten hiring processes and make them responsive to avoid losing high-performers to other jobs. Agencies should also employ an "open until filled" protocol that allows managers to quickly interview a candidate rather than wait for the conclusion of the application period.

4.3   Improve the experience. Put yourself through your agency's job application process. Pretend you're the job seeker and get a feeling for any improvements that can help refine a candidate's application experience. Consult with other human resource professionals to ensure revisions meet legal mandates and incorporate industry best practices. And finally, gather survey data and other analytics about why candidates are or are not applying.

4.4   Think mobile. The current generation is mobile. This means that job seekers now use a smartphone for their job search. Local agencies—if they haven't already— should

invest in online human resources software to ensure that job postings and online applications are easy to find and apply to from a mobile device. Not only does this optimize candidate interest, but expedites internal application reviews.

4.5   Be social. Online platforms like LinkedIn, Facebook, and Twitter, are becoming the standard for job searches. When agencies use these tools for job advertisements, it casts a wider recruitment net. It also conveys a perception that an organization is progressive. But don't limit your social media presence to recruitment—use these platforms to tell your agency's story and the accomplishments of your employees.

MISMATCH

A mismatch is apparent between the new workforce and the environment of local government.

Today's employee is motivated by meaningful work that offers passion and purpose. They also question the way "Things have always been done." The bureaucracies of local government may prevent employers from capitalizing on the creative insights of their emerging talent. It could also result in higher rates of turnover if these employees don't feel a sense of purpose—and pride—in their employer.

A large number of agencies have not fully explored what their workforce wants from a career in public service—in other words, what makes them tick. The needs and concerns of a baby boomer are the not the same as a millennial. While both generations have a passion for public service, younger workers often have debt and limited experience that may affect their future career choices. As for those who prefer to stay in government, they want clear opportunity paths to develop their skills and careers. Governments need to commit to that in order to remain competitive.

Many young professionals are digital natives who have grown up with technology. Many studies cite modern technology as one of the most important aspects of their workplace. Today's generation of workers expect experience with new technologies to remain competitive in the job market and do their jobs. Many public agencies operate on legacy systems that fall behind the expectations of today's digital generation.

Recommendations

5.1   Offer feedback. Most employees want feedback, as they're used to receiving instantaneous feedback from technology, and have grown accustomed to asking questions and sharing opinions. Having engagement strategies in place—and marketing them as a recruitment tool—can have a positive impact on attracting employees and cultivating their career satisfaction in local government.

5.2   Articulate vision. Employees want to know the big picture of their employer, and they are curious in all work-related matters—even if it's outside their defined area of responsibility. Agencies should make a concerted effort to articulate and reinforce organizational values that provide today's employees with a purpose for their work. If not, they can expect to lose this talent to other organizations that do make it a priority.

5.3   Express value. Investing in employees by helping them develop new skills not only benefits organizations but also shows employees that they are valued. Offer cross-cutting and stretch assignments that meet the desire to gain experience and provide for opportunity paths. If feasible, look to also create progressive work environments that allow for collaboration (e.g., open concept offices), offer flexible work schedules, and reward innovation.

5.4   Teach generationally. Today's workplace is multi-generational—in fact, five generations are working side-by-side. Studies show that colleagues learn more from each other than they do from formal training. It is more important than ever to establish a culture of coaching across age groups. For example, a reciprocal mentoring

program can allow younger staff to teacher older colleagues about technology trends. Meanwhile, the more experienced employee shares institutional knowledge with the younger worker. Such an approach can lessen generational tensions in the workplace while providing the collaborative environment younger professionals desire.

5.5   **Embrace technology.** The majority of today's workers grew up surrounded by digital technology. If they don't have the technology tools they want or need, they may look elsewhere. While public sector budgets are limited, agencies need to explore the types of technology investments they lack—not only for system improvements and efficiencies, but also as a means of building a workforce that will carry local government into the future.

5.6   **Start discussions.** According to Gallup's recent State of the Workforce report, flexible scheduling and work-from-home opportunities play a major role in an employee's decision to take or leave a job. The public sector will eventually be pushed into breaking down long-established structures and policies to accommodate these needs. While this could take years, even decades, discussions with elected officials on future workforce trends need to begin now (e.g., work/life efforts).

RETAINING & DEVELOPING TALENT

Local government leaders recognize that talent is mobile and that they must create "organizational stickiness" that encourages employees to stay, grow, develop, and contribute to the long-term health of the agency.

In recent years, California's unemployment rate has been at historic lows. To remain competitive, many local governments invested more time and resources to be attractive to recruits (e.g., competitive salaries, benefits packages, relocation fees) than in employee retention. While this can be an effective strategy, an over-emphasis on talent attraction and hiring without equal emphasis on talent retention and development may create problems for local governments.

As the economy continues to strengthen and job fluidity reduces tenure, these factors will put even more pressure on local governments to retain the talent they have worked so hard to secure. Agencies without a holistic approach to the entire employee lifestyle— from attraction through on-boarding and training—may lose talent and be tasked with an continuous loop of new hiring.

The Case for Retention

Simply put, retention refers to the techniques employed by an organization to keep its employees for a longer period of time. So why is this important? According to Talent Initiative participants, a focus on reducing employee turnover makes sense for the following reasons:

- **Turnover is expensive.** The Society of Human Resource Management estimates that every time an organization replaces a salaried employee, it costs six to nine months' salary on average. For an employee making $70,000 a year, that could mean $35,000 to $52,000 in recruiting and training expenses. As for costs in replacing a department head or chief executive officer/city manager, the Center for American Progress predicts an even higher price tag (e.g., twice the annual salary).

- **You lose institutional knowledge.** When top talent seeks employment elsewhere, an organization is losing those individuals' talents, ideas, and institutional knowledge. Although there are tools and strategies that agencies can put into place for retaining institutional knowledge (e.g., documentation, exit interviews) this does not fully replace the benefits of an employee who has first-hand knowledge of the organization and its specific processes. Importantly, a long-standing positive employee can be integral to maintaining and modeling the desired organizational culture.

- **It creates inconsistency.** If an organization or department has a revolving door of employees, it is difficult to maintain momentum. Instead of managers focusing on larger goals, they are required to retrain new employees, while also keeping their other employees engaged.

- **It affects camaraderie.** Studies consistently show that peers rank among the top reasons for why employees love their job. But if organizations experience a transient workforce, this could easily prevent a positive work culture of inter-office bonding and productivity. This could have a ripple effect that leads more employees to leave the organization.

- **People notice.** Community members interact with local government on a regular basis. When employees they are used to dealing with leave—especially in numbers—it signals trouble. This can also create negative press, cause political conflict, and be publicized on sites like Glassdoor, which can impact future recruitment efforts.

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Employee Retention & Development Strategies

According to Talent Initiative participants, there are six main reasons why employees leaves an organization:

- Lack a work-life balance

- Compensation is emphasized and other "soft" benefits are absent

- Undefined or negative organizational culture

- Not enough employee coaching and feedback

- Managers lack skills and training

- Professional development is not a priority

The following pages further elaborate on these themes and include recommended strategies to improve employee retention.

BALANCE

The private sector is making the business case for work-life balance. And according to Talent Initiative participants, local government should pay attention.

Today's workforce has many competing responsibilities: work, children, housework, volunteerism, elderly parent care—and the list goes on. These commitments place stress on individuals and families, resulting in a work-life conflict that has physical and mental health implications.

Data from the U.S. Census Bureau shows that Californians spend an average of 28.9 minutes commuting to work each day, giving California the fifth-worst commute times in the nation. In metropolitan areas such as the San Francisco Bay Area, Los Angeles and San Diego regions, workers can often travel as much as one-and-a-half to two hours to work each day. Long commutes contribute to the stress of employees which translates to lower productivity, greater absenteeism, and less connection to the team and work environment.

A report by the Society for Human Resource Management found that 89% of human resource professionals reported an increase in employee retention by simply offering flexible work arrangements. Flexible work scheduling does not typically mean fewer overall work hours. Rather, it refers to adapting work schedules to accommodate family and personal needs such as school pick-up/drop-off, attending sporting/cultural events, and

daycare needs. It also can increase productivity for those employees that are more focused in off-peak times or result in fewer life distractions.

Work-life balance offers employees a greater sense of control and ownership over their lives. Local governments that utilize live-work policies can provide a competitive edge for employee attraction. Such policies also increase employee loyalty and the continuity of in-house expertise. While the nature of public agencies does not allow some positions to have flexible schedules (e.g., public safety, building inspections, front counter operations), other positions (e.g., analysts, information technology technicians, finance, planners, engineers) may be suited for greater flexibility. To avoid creating an environment of "classes" (those who have flexibility and those who do not), public agencies that have successfully implemented flexible scheduling have been transparent to all employees about how some positions do not allow for as much flexibility.

Recommendations

6.1   Provide flextime. Flextime is a type of alternate schedule that gives an employee latitude in choosing their particular hours of work, or freedom to change work schedules from one week or the next depending on personal needs. Under this arrangement, employees are typically expected to be at work during certain core hours of the workday. They are given the opportunity to choose—within certain parameters—their start and stop times as long as they work the required number of hours each day.

6.2   Go home. Another flexible work arrangement, telecommuting, allows employees—on a regular, predetermined basis—to working from home or another site. Technology such as video conferencing (e.g., Skype for Business or Google Hangouts) can show that employees are working from home and are available to chat or video conference. Studies have shown that employees who work just one or two days a week from home are not only more productive but less likely to quit their jobs. They also work at peak times with

fewer interruptions and distractions, have more freedom from peer pressure, and spend less time commuting.

6.3 **Compress schedules.** A compressed work week allows employees to work the normal total number of hours, but complete those hours in fewer days. The most common variation of this work week is called the 4/10, in which employees work four 10-hour days instead of five eight-hour days. This type of arrangement—along with the 9/80—is becoming more common, employees are said to accomplish more from a compressed work week than the typical "9 to 5" model. With planning, workers can have a compressed schedule while continuing to provide reliable service delivery to the community.

6.4 **Split jobs.** Job sharing allows two part-time employees to share a single full-time position. Salary and benefits are usually prorated on the basis of what proportion of the job each person shares. Talent Initiative findings revealed that working parents with small children saw job sharing as a highly attractive option when considering an employment opportunity. Furthermore, a report in Human Resources Executive found that two employees sharing one job are more productive than one employee working full time.

6.5 **Be partial.** Consider permanent part-time arrangements that offer anywhere from 20 to 29 hours per week. Such opportunities can give employees—especially those with high levels of family commitment—the ability to decide which days they work and how long they work on those days. Incentives that can help attract employees to this arrangement include prorated health and retiree benefits, equal wages (full and part-time staff earn the same hourly rate), access to training and development programs, and other benefits available to full-time employees.

INCENTIVES

As work-life balance and flexible work options top the list as a key retention strategy, Talent Initiative participants also supported the value of employee incentive programs. According to one participant, "When it comes to perks versus pay, employee perks matter more than you think."

While Google and Twitter are famous for their over-the-top perks—professionally catered meals, on-site acupuncture, even improv classes—local governments can also achieve positive results by offering reasonable incentives, especially those not offered at other agencies. Research consistently shows that incentives that do not directly impact an employee's lifestyle and finances are the least coveted. In other words, ping-pong tables in the break room are not as valued as wellness programs, performance pay, or even opportunities for volunteerism. These incentives, along with a sampling of others, are provided below.

Employees want to feel appreciated, and there are a number of low-cost ways to do so. But local governments are cautioned that incentives aren't "One size fits all," and many may have only short-term effects on employee morale and retention. Agencies should evaluate their incentives regularly to ensure they're still attractive to current and potential employees.

Recommendations

7.1 **Give bonuses.** As a retention tool, merit pay rewards top talent with additional compensation. It sends a powerful message about what the organization expects from employee performance and contribution; it also sends the message that their hard work is appreciated and important. Merit pay can motivate top talent, as long as the performance factors being monetized matter to the individual and relate to their personal development. Also, in order to remain a motivating tool, the bonus program should not slide into an across-the-board benefit.

7.2 Encourage volunteerism. Today's workforce is charitably-minded and places a high value on giving back. Allowing paid time off for volunteering provides employees with a means to engage and make a difference. It also allows them to indirectly learn soft skills like teamwork, communication, and leadership—all of which can carry over into the workplace as a retention strategy. But the benefit doesn't stop there. Organizations that make volunteering a priority can use this as a recruitment tool, and the positive image it generates reinforces the public service mission of local government.

7.3 Be well. More than ever, employees expect a focus on health and wellness in the workplace. Opportunities like on-site yoga classes, access to city-operated fitness facilities, free gym memberships—even Weight Watchers support groups—can help retain employees seeking healthy lifestyles. A number of Talent Initiative participants reported that these perks are generally low-cost and, in many cases, offered free of charge by an organization's employee assistance program or through health insurance providers. The added benefits to local governments: happier employees, reduced absenteeism, and potentially lower-cost insurance premiums.

7.4 Go casual. Studies have shown that employers can boost morale by allowing employees to wear business casual attire. Many experts believe that if an organization wants to build and retain a team of resourceful and creative employees, it stands to gain from a relaxed dress code. Other cited benefits of business casual attire: employee cost savings from dry cleaning; and the impression that local government employees are more accessible and relatable to the public (as opposed to the "suited-up bureaucrat").

7.5 Give titles. According to a recent study by the Society for Human Resource Management, 63% of professionals would rather get a promotion without a pay increase than a pay bump without a promotion. The title change recognizes job achievement and enhances a sense of purpose. With a title change, employees can expect to have more responsibilities and more opportunities. While the realities of limited resources, civil service rules, and change-adverse leadership can present barriers, providing employees with promotion-like "working titles"— even creative titles like "Director of Innovation"— will have a tremendous impact on retention.

7.6 Celebrate great. Validation has the power to retain employees and drive up productivity. For example, once a quarter, ask employees for nominations of managers and supervisors who are "great talent developers." Celebrate these managers as organizational role models at a managers' forum, citywide all-hands meeting, or at the honoree's staff meeting.

7.7 Assess competitors. Salary may not be the only reason an employee chooses to stay, but it's still near the top of the list. Organizations that underpay their employees relative to peers may lose their top talent. Every few years, local governments should determine what their competitor agencies are paying and adjust their compensation plan accordingly. This can be done through informal surveys; or more objectively through a formalized compensation study that benchmarks salaries, benefits, performance pay, and other indicators to comparable agencies. Studies should include the comparison of all compensation and benefits—retirement plans, insurance, and other pay—not just salaries. Often, an employee may leave based on these components and not just the salary.

CULTURE

Today's workforce places an emphasis on organizational culture. But for many agencies, it remains a mysterious and "squishy" concept that can mean many different things.

According to Forbes contributor Josh Bersin, culture is, "The set of behaviors, values, artifacts, reward systems and rituals that make up your organization." One can feel "culture" when they visit or encounter local government because it reflects observable patterns of behavior—from an employee's enthusiasm to the appearance of an office, to how the organization provides services and responds to inquiries. Ideally, organization culture is defined, nurtured, and protected. But for most organizations, culture casually develops over time as a collection of the beliefs, experiences, and behaviors of its employees—and is heavily influenced by the management team.

Consensus from Talent Initiative participants suggested that local governments must have a positive organizational culture to effectively compete for today's top talent.

The stereotypical traits of the government workplace—rigid bureaucracy, low energy, fearful of change—are no longer acceptable. Today's workforce wants to be invested in their work and committed to their employers. If an organization's culture is undefined or faltering, it is likely that its employees are ready to move on.

Recommendations

8.1   **Acknowledge realities.** Transforming an organizational culture is challenging and often an uphill battle for local governments. Organizational culture is formed over years of interaction among employees, and often echoes a prevailing management style, informal norms, and a set of personnel rules. Nevertheless, actively fostering a specific organizational culture is possible. It requires understanding, time, prioritization, and constant attention. It requires the education and solid support of key officials, e.g., chief executives, department heads, and the governing board.

8.2   **Identify influences.** Before attempting any kind of culture-change initiative, take the time to understand the current culture and the way that things are done. Keep in mind the saying, "Culture eats strategy for breakfast." In other words, culture is

intrinsically more powerful than an agency's formal priorities, mission statements, and long-term strategic plans. Culture is not about fancy workspaces and catchy slogans, but rather how employees respond to challenges, interact with each other, make decisions, and define success (i.e., what is celebrated, rewarded, reinforced, or even penalized). When you know what you are, then you can begin to develop into what you want to become.

8.3   **Start conversations.** Positive culture change, requires that management start a conversation with employees. Ask them about the agency's Employee Value Proposition (EVP), which centers on two key questions:

- Why would a talented professional want to join and stay with us?

- Why would a talented professional be reluctant to join and stay with us?

As part of this conversation, top management can ask if the organization provides opportunities for employees to:

- Express their opinions (and whether those opinions are respected)

- Learn and grow and be challenged

- Interact with senior management

- Work on big meaningful challenges

- Work with some measure of autonomy

- Have the tools and resources needed to do a good job

- Feel supported by others

- Experience flexibility in respect to scheduling

Management must then take action on responses to the conversation and work with all levels of the organization to positively address the issues raised by employees.

8.4   Revisit statements. The public-sector environment is fluid. An organization's mission and vision—along with its guiding values—can become outdated. In the case for defining a new organizational culture, an update of mission and core belief statements can help provide a clear picture of where the organization is, and where the organization wants to go. This type of strategic exercise can articulate the new culture by setting the baseline for future policy decisions, continued organizational transformation, and clear employee expectations.

8.5   Provide support. Management buy-in and employee training are crucial components that allow for successful organizational change. Beyond supporting a new culture, agency leaders must commit to changing their own behaviors and lead by example. As for employees, they need to understand what is expected of them (e.g., a new customer service protocol or an emphasis on cross-department collaboration). An ongoing commitment to training, mentoring, and effective communication is critical as it helps both managers and employees unlearn old behaviors, while instilling new values, expectations, and behaviors.

8.6   Modify systems. Successful organizational change means that employees understand and accept new realities and they can perform better and enjoy greater job satisfaction. This requires that agencies review and amend formal policies and practices to align to the new culture (e.g., training and employee development opportunities; criteria for employee selection, promotions, pay increases; and employee engagement at all levels). If current pratice rewards individual performance but the new philosophy requires teamwork, the misalignment can undermine the successful change in culture.

MANAGERS

According to a 2015 Gallup study, 50% of Americans have left their job because of a bad boss. "People leave managers, not companies."

Managers drive so much of one's work experience. They help determine what projects employees work on, who they work with, and when and if they get promoted. They're the person most likely to help employees when they have a problem. However, poor managers can damage the morale, motivation, and productivity of their teams based on their actions—or inaction.

Talent Initiative participants reported that in local government, identifying and removing poor managers is not easy. Some have lost sight of their role; others may simply not have the skills or training to lead their team.

Skilled managers and supervisors are more critical than ever to the success of an organization. This is not because employees can't function without direction, but because managers play a large role in talent management. Good managers and supervisors:

• Set clear expectations

• Provide ongoing feedback

• Ensure that employees have the tools and resources they need

• Remove obstacles

• Ensure that the opinions of employees are heard and taken into account

• Celebrate progress

• Conduct professional development conversations with staff

• Provide learning and growth opportunities

• Maintain a positive outlook and communicate the overall vision, especially when things go sideways

Middle managers (e.g., division managers and program managers) often are not trained or

encouraged to coach their employees. Many mid-level managers do not perceive coaching or developing their staff as a primary responsibility. This has to change. First-line managers have the most daily impact on service delivery and can establish habits that will carry into the future. They can also have the biggest impact on employee retention and satisfaction throughout the organization.

A challenge for organizations is that many managers believe they are stretched too thin and do not have the time or energy to develop themselves or promote the development of others. All managers need to understand that professional development of their employees is a primary job responsibility that must be integrated into how they do their jobs.

Recommendations

9.1 **Ask questions.** Manager training shouldn't be a "One size fits all" approach. Each manager has specific performance issues that need to be addressed—and the best way to know where managers need training is by asking those they supervise. Ensure employee confidentiality in providing candid responses and include questions that require specific examples of areas for improvement or growth. Soliciting this input is crucial for developing manager-specific training plans. Also, executives should ask managers where they think they're the most in need of improvement. Good managers are typically self-aware of their personal limitations and areas for growth.

9.2 **Consider contracts.** Whether part of an employment agreement or incorporated into the annual evaluation form, a training contract gives managers control over what skills or knowledge they should acquire, the classes they plan to attend, and how they are evaluated. Managers must play an active role in developing these contracts so they are empowered to chart their skill development goals. This exercise reinforces a learning culture and provides managers with an opportunity to acknowledge success when they meet critical milestones.

9.3 **Train soft.** While many managers possess technical aptitude, many lack the soft— or "people"—skills to manage people. Today's expectations for managers are essentially those of capacity building instigators—that is, they should provide for a work environment that allows for productivity, positivity, fulfillment, and innovation. Without soft skills— effective communication, delegation, diplomacy, conflict management, even self-awareness—managers will not be equipped to be an effective instrument of progress. Nor will they have the ability to hold their teams together. Incorporate effective supervision and coaching in manager/supervisor evaluations. Public agencies often grade managers and supervisors based on projects accomplished and deadlines met, not how they are supervising staff.

9.4 **Get personal.** As part of its talent management strategy, local governments should consider personality testing and education—especially for its management team. These types of assessments—e.g., Myers-Briggs Type Inidcator and DiSC— allow supervisors to understand how different personality types motivate their employees and what makes them successful. This information can help managers develop stronger connections with their team, which can lead to greater engagement and retention.

9.5 **Prioritize funding.** Management training can be a major cost for many organizations, regardless of their size. However, the cost of training is minimal when compared to high turnover costs, lawsuits, or employee grievances.

9.6 **Review progress.** If we promote new supervisors, managers, and directors based on potential, the initial learning curve may be steeper than normal. Take additional care to know which areas require the most growth and ensure they are learning the skills needed to be successful on the job. Establish regular check-ins and ask

questions to review progress. This is especially true for first-time supervisors.

ONBOARDING

According to a recent white paper by accounting firm KPMG, more than 80% of all new hires decide whether or not to stay at their new job within six months of joining. Onboarding helps: nearly 60% of new hires are likely to be with the same organization three years later because of an effective on-boarding process.

The concept of onboarding refers to the process of acclimating employees to their new job and the culture of the organization. It goes beyond the day-long employee orientation of completing paperwork and reviewing workplace policies. It is a comprehensive exercise that extends from the initial job offer to the point when the employee is a contributing asset to the organization.

Effective onboarding includes orientation, training, feedback, and follow-up—a process that could last upwards of a year. A strong onboarding strategy explores the values and mission of the local government organization. It also discusses mutual expectations, equips new hires with the knowledge and resources required to do their job, and allows them to see how they fit into the organization.

Talent Initiative participants overwhelmingly reported a desire for their agency to have an established onboarding program. They understand it helps create loyal and valued employees that can yield significant returns on investment.

Recommendations

10.1   **Be impressionable.** The time between the offer letter and start date is crucial because new hires may still be interviewing with other agencies. Use this as an opportunity to make a favorable impression by sending a small gift (e.g., a promotional item) or letter from the chief executive, department head, or supervisor welcoming them to the organization. Small gestures like this can make employees feel excited about joining an agency—especially if they have doubts. Such

actions also reinforce the notion that the organization is well-run and has a stake in their future.

10.2   **Optimize orientation.** Send new hires a welcome packet that contains information about the organization, what they can expect on orientation day, as well as necessary paperwork that needs to be completed immediately—e.g., health insurance and tax forms. Request that the employee completes these materials at home, eliminating the paperwork stack usually handled on the first day. This allows time for more engaging orientation activities that inspire the new employee and help them to acclimate.

10.3   **Institute a checklist.** Developing an employee orientation checklist is a crucial first step in providing a smooth transition for new employees. Start with the basics—set up their computers, order business cards, show them where the restrooms are—then add items that are unique to your workplace and which need to be communicated. As this tool is developed, test it on new employees and solicit their feedback on items that might have been helpful to know (or to have) in their first days and weeks on the job.

10.4   **Provide mentors.** Onboarding mentoring programs set new hires "Off on the right foot" by giving them an insight into how their job fits within the overall organization, and how their new role links with their own career goals. A well-selected and well-matched mentor can also provide a candid picture of the new employee's roles and establish expectations while sharing knowledge and insight for employee success. This dialogue creates a culture of openness. Being selected as a mentor also has a positive impact on that employee's morale

10.5   **Connect employees.** Joining a new organization may be a difficult experience for many. Pairing a new employee with a peer "buddy" who is not in the employee's

immediate workgroup can help the employee understand and adapt to the organization's culture.

10.6   **Go long.** The onboarding process should be a one-year journey for the employee. It takes time for employees to understand job-specific nuances, adjust to a new organizational culture, and learn work-related technologies. Agencies, if they haven't already, should outline milestones to ensure that new hires are assimilating as expected and continuing to increase productivity. The onboarding process should also include opportunities to forge relationships with other employees, and monthly employee check-ins with human resources personnel or their mentor to ensure a path to success.

SKILLS

While onboarding teaches new employees the skills and knowledge they need before setting out on their own, Talent Initiative participants stressed the importance of ongoing training programs. Without this resource, employees are often left to navigate a system of informal learning and development tactics through job shadowing and tribal knowledge sharing.

Talent Initiative findings support research from the Society for Human Resource Management that employers care more about employee soft skills than they do technical abilities. One key reason is that they help facilitate human connections, which is a important in a service-oriented business like local government. Employees with effective soft skills build relationships with internal teams, work well with elected officials, and effectively serve the general public.

This is not to say that technical skills aren't important. They are. But in a comparative sense, training a new employee for a particular hard skill—like how to use a computer program—is easier to do than training an employee a critical soft skill—like patience—to learn the program. Talent Initiative participants stressed the connection of ongoing training to talent retention. *Recommendations*

11.1   **Teach writing.** "Writing skills are a silver bullet," reported one Talent Initiative participant. Strong writing advances all aspects of local government—from effective problem solving and analysis, to teamwork and leadership. Public-sector jobs require a substantial amount of written communication. Investing in strong written communication skills will save time and improve results daily. It can boost confidence, open the door to promotions, and help employees convey information—whether in a staff report or email—succinctly, persuasively, and effectively.

11.2   **Hone communication.** Government employees interact with a number of audiences: peers, external colleagues, elected officials, and the general public. Today's emerging talent benefits from learning techniques on effective presentations, public speaking, minimizing nervousness, and addressing conflict. Many Talent Initiative participants recommended the training resources of CAPIO and MMANC/SC. Hosting a local Toastmasters Club was also cited as best practice for communication and leadership skills development.

11.3   **Build astuteness.** While many in today's emerging workforce have professional degrees, many of them lack political savvy and an understanding of local government challenges. And the reality is, most of this is learned on the job. Offering aspiring leaders opportunities to attend community and governing board meetings, assist in writing and developing presentations, and taking on policy-related projects are great ways to expose them to government inner workings. They can take advantage of programs offered by the LCC, ICMA, CSMFO, and other professional organizations to learn more about current legislation and fiscal trends that can affect local government.

11.4   **Train critically.** In addition to the "soft" skills of effective communication, political

savvy and other interpersonal skills. Critical thinking is important for success. Skills enable employees to weigh the pros and cons of solutions to problems before choosing a way forward; they also equip them with the tools and approaches to logically structure recommendations before making a final decision.

11.5   **Map talent.** Talent mapping is a technique commonly used in the United Kingdom and Canada to document information about key staff and the skills required to support organizational changes ahead. It asks questions about where an agency wants to be short- and long-term, and what skills are needed to get there. This exercise helps leaders project future human resource needs, and devise training paths and leadership development programs to grow employees to become tomorrow's workforce. It also allows local governments to create a roadmap for succession planning and future recruiting efforts.

11.6   **Budget it.** While most governments know that investing in talent means increased productivity and employee loyalty, many don't make it a funding priority. According to the Association for Talent Development, organizations should provide at least 40 hours of training annually for each employee with total employee development costs at 4.3% of payroll. This sets a goal moving forward. The support of elected officials and the inclusion of employee development programs into policy documents (like an organization's strategic plan) is critical for making it a reality.

11.7   **Take a bite.** Use interim and temporary assignments to provide stretch opportunities for employees. It gives the organization a chance to test employees and lets employees hone their skills.

ASSESSMENT

A talented and skilled workforce is the lifeblood of every organization. As the battle for talent escalates, local governments need to make ongoing assessment a key component of its employee retention strategy. This includes ongoing evaluation of comparative data from professional organizations; the performance review process; and regular employee interviews that seek to understand personal and professional goals.

Recommendations

12.1   **Research trends.** Keep up-to-date on what is happening in the industry by attending conferences. Membership in professional associations can shed light on primary drivers of turnover; they can also highlight retention strategies and technologies that other agencies are using and finding effective. Benchmarking surveys are also useful, as they can provide data on where an organization stands on issues like pay, benefits, and perks.

12.2   **Rethink reviews.** More and more, corporate America is doing away with annual performance reviews. The reasons are many, from the stress they cause to the amount of time they take. Annual reviews are seen as a system that looks at past practices, as opposed to today's need for daily performance management. Providing instead for more frequent manager-employee check-ins—quarterly, monthly or even weekly—encourages more meaningful conversations in which accomplishments are recognized and developmental areas are discussed. This ongoing dialogue also allows for fresh and relevant feedback, more real-time information, and increased employee engagement.

12.3   **Identify flight paths.** Employees, regardless of age, want to know "where they stand." With proper training, experience, and education, is there a path to advancement within the organization? Is that in the next year, three years, or five years? When employees have a clear idea that there are advancement opportunities within the agency and understand what it will take to get there, they are more likely to stay and grow with the organization.

12.4 **Go 360°.** Local government performance reviews are usually based on a single perspective. Shifting this practice to a 360° model provides for performance feedback that is solicited from all directions in the organization, i.e., peers and direct reports that can add insight into how well the employee is working with their team. This feedback provides a balanced view of the skills and contributions an employee makes to the organization, as well as to their impact on furthering collective organizational goals. It also allows managers to evaluate the input from many sources to note similarities and trends, and identify areas that may need additional support.

12.5 **Self assess.** Asking an employee to evaluate his or her own performance can be extremely effective. Employees are often more critical of their performance than managers. It can also help initiate dialogue, encourage personal growth, and result in greater employee accountability.

12.6 **Say stay.** A stay interview is a retention strategy that engages employees. Effective stay interviews ask employees why they want to continue working for the agency— and what might make them leave—using structured questions and an open dialogue. Experts recommend doing them at least once a year. This may increase to at least twice a year for positions where there is a high rate of turnover.

12.7 **Ask after.** A common private-sector practice is to conduct post-exit interviews two weeks to three months after an employee leaves a position. Research suggests that this additional time can improve interview answers by up to 50%. Once removed from the emotion of leaving a job, former employees offer more constructive feedback. A former employee may now treat this opportunity as an advisor, knowing the agency is taking steps to learn and improve its organizational culture.

ENGAGING
ELECTED OFFICIALS

Elected Officials are often overlooked in talent management efforts, when, in fact, they are essential participants. They are the public face of the organization's culture and establish funding for programs and services, including employee training and development.

Human resources (HR) is an internal management function that is not always shared with policymakers. Typically, the only times elected officials are exposed to HR matters are during the budget process, labor negotiations, or a closed-session when things have gone terribly wrong.

Policy-makers often lack information on workforce trends and challenges that would benefit from their support (e.g., difficulty recruiting for certain classifications, turnover rates, retirement projections). Consider looking for ways to include workforce information in regular reports to the legislative body. During the budget process, rather than strictly discussing personnel in terms of numbers, share a story about the profession's challenges to actively recruit and keep good talent. Look for ways to celebrate employee achievements at public meetings.

"Elected officials need to understand that their goals are reliant upon the talent within the organization."

Focus group participants recommended more sharing of data with policy-makers. This includes information associated with the organization's workforce analysis (which may highlight an agency's vulnerability to baby-boomer retirements or the loss of talent), maps of where employees live and commute time data, the costs of losing talent, as well as the results of employee engagement surveys.

Recommendations

13.1   **Invite feedback.** Pose two simple questions to your elected officials: why would a talented professional want to join and stay with us? and why would a talented professional be reluctant to join and stay with us? Inviting input from elected officials may result in a conversation that can support your

agency's efforts on recruitment, changes to personnel policies, labor negotiations, compensation analysis, and organizational culture. Does your elected body see themselves as a positive aspect of your employee value proposition (creating a supportive environment and culture of appreciation)? Or do they recognize how they may adversely impact recruitment efforts (dysfunctional councils that create a negative environment)?

13.2   **Discuss trends.** As part of budget discussions, take a few minutes to highlight your efforts on recruitment and retention. Share what's working and what can be improved. If you're making personnel cuts, explain how you may explore flexible work schedules or improved organizational culture as a way to mitigate a reduction in employee morale. If you have planned retirements in the upcoming budget period, share your strategies on how to recruit for the positions or build your talent pipeline.

13.3   **Consider updates.** One of the biggest obstacles reported by Talent Initiative participants was the existence of outdated civil service rules that hinder and agency's ability to promote good talent or provide employees with temporary or interim promotional assignments. Reviewing personnel policies and outdated rules with elected officials and bargaining units (if appropriate) may help all parties understand how antiquated rules can effect leadership development and retention efforts.

13.4   **Reinforce civility.** The behavior of elected officials on the dais does not go unnoticed by the public or the media. Elected officials may not realize that their behavior is directly attributable to an employee's willingness to join or stay in an organization. In a dysfunctional political environment, employees at the management level may cope and continue with their work, but may be reluctant to take the next step. Facilitated workshops

and study sessions may be an appropriate venue to discuss civility and its impact on recruitment and retention.

13.5   **Stretch safely.** In some organizations, department heads or division managers are the only staff members permitted to deliver staff reports or presentations to elected officials. This is a missed opportunity to coach and guide the leadership pipeline on how to effectively deliver presentations and develop other soft skills. With coaching and guidance, staff can "stretch safely." An added benefit: elected officials can see how your agency is developing the talent pipeline.

13.6   **Defend staff.** Executives and elected officials alike need to support local government employees by responding directly to abusive comments and attacks on staff. Many Talent Initiative participants reported how much employees appreciate the presiding officer (e.g., mayor, president of the board) or chief executive publicly defending staff when being attacked publicly.

13.7   **Support development.** Many agencies reported that training and development is one of the first expenditure categories to be cut during budget reductions. Elected officials should be reminded that staff development helps foster employee engagement and productivity, and simply keeping staff on payroll without training is not an effective way to build a dynamic workforce for the community.

13.8   **Manage expectations.** While it may be necessary to hold evening or weekend meetings for the convenience of the public, elected officials need to be mindful of how excessive after- hours meetings can have an impact on employees' work-life balance and morale. Limiting the number of special council, board, committee, or commission meetings may help. Set an expectation with elected officials that staff should not be contacted on weekends or after hours unless in an emergency (and set an

expectation with staff that they are not to respond to elected officials after-hours unless there is an emergency).

13.9   **Foster appreciation.** Managers can create a "culture of appreciation" among staff and the elected body by acknowledging staff for a job well done. Specific acknowledgment of team members following staff reports or presentations can help showcase the hard work that is being done. Inviting the city council and commissioners to an annual employee recognition luncheon can help showcase appreciation in action.

TAKING ACTION

"A journey of a thousand miles starts with a single step."
- Laozi, Chinese Philosopher

TEN IDEAS TO IMPLEMENT TODAY

This Talent Initiative report provides a menu of diverse recommendations for local government executives. Leaders can start anywhere they'd like in implementing any or all of the recommendations in this report to better attract, retain, and grow talent.

Here are ten ideas to consider in beginning your efforts:

1. Conduct a simple workforce analysis (i.e., showing retirement risk now and in five years for different employee groups).

2. Eliminate minimum qualifications for entry-level positions; hire for potential or learning agility.

3. Enhance job announcements to showcase the meaning and purpose of the work, organizational values and culture, and opportunities to grow and develop.

4. Fully utilize "stretch" assignments, including participation on cross-functional project teams.

5. Train all supervisors and managers on how to coach and conduct development conversations with all direct reports.

6. Ensure that supervisors and managers provide ongoing performance feedback to employees, not just a once-a-year performance evaluation.

7. Conduct "stay interviews" with key talent (or better yet with all employees).

8. Hire one or several university interns and limited-term Management Fellows (those graduating with master's degrees).

9. Incorporate more flexibility into scheduling including, where appropriate, telecommuting.

10. Ensure ongoing face-to-face interaction between employees and top management.

Bonus Idea: Start a conversation with all employees about enhancing organizational culture (and then do something!).

A CALL TO ACTION

Talent Initiative research suggests that agencies are losing the battle for talent. We need to act now if our organizations are to remain competitive in the face of the challenges impacting our communities.

We encourage you to take the following steps now:

- Discuss this report's Executive Summary with your executive team.

- Start a conversation with key employees regarding your agency's Employee Value Proposition. Ask three questions:

    - Why would a talented professional want to join us and stay with us?

    - Why would a talented professional be reluctant to join us and stay with us?

    - What can we all do to enhance our Employee Value Proposition?

- Conduct a study session or other conversation with the governing board about your Employee Value Proposition; engage governing board members in helping top management address talent challenges.

- Implement a few ideas from the Ten Ideas to Implement Today section of this report.

Start your journey to becoming an Employer of Choice!

APPENDIX

APPENDIX A
GLOSSARY: ACRONYMS

Cal-ICMA	California Affiliate: International City/County Management Association
CALPELRA	California Public Employers Labor Relations Association
CACE	California Association of County Executives
CAPIO	California Association of Public Information Officials
CPAAC	County Personnel Administrators Association of California
CSAC	California State Association of Counties
CSMFO	California Society of Municipal Finance Officers
ELGL	Engaging Local Government Leaders
ICMA	International City/County Management Association
ILG	Institute for Local Government
LCC	League of California Cities
MISAC	Municipal Information Systems Association of California
MMANC/SC	Municipal Management Associations of Northern and Southern California

**PREPARING THE NEXT GENERATION TALENT
SUMMARY OF RESULTS**

Background

Who (sent)	PNG Sub Committee Members
When	May 2016
Where (to whom)	City Managers, Assistant City Managers, Human Resource Directors, and members of various affiliations/networks, including International City/County Management Association (ICMA), Municipal Management Association of Northern and Southern California (MMANC and MMASC), and more.
Why	The purpose of the Survey was to identify the development needs of early- and mid-career managers as well as emerging leaders in local government in California; specifically: · what talent development initiatives are of the greatest priority; · what has been effective; and · what other initiatives should be explored Based on survey responses, Cal-ICMA will be funding several new programs to accelerate the development of current and up-and-coming talent.

Development Needed for Advancement in Local Government

There were two audiences for the survey; 1) City/County Managers, HR Directors and Senior Leaders and 2) Mid-Managers, Emerging and Aspiring leaders. Recipients of the Survey were asked about what development was needed for succession in local government from each of their perspectives. The development needs respondents felt were ***very important*** for advancement of individuals in local government are:

City/County Managers, HR Directors and Senior Leaders (Senior Leaders)

Development Need	Very Important
· "Soft" or leadership skills (managing others, community building, etc.)	74%
· Strategic Planning	66%
· Communication Skills (written, verbal, and presentation)	65%

Mid-Managers, Emerging and Aspiring Leaders

Development Need	Very Important
· "Soft" or leadership skills (managing others, community building, etc.)	96%
· Communication Skills (written, verbal, and presentation)	90%
· Creativity and Innovation	75%

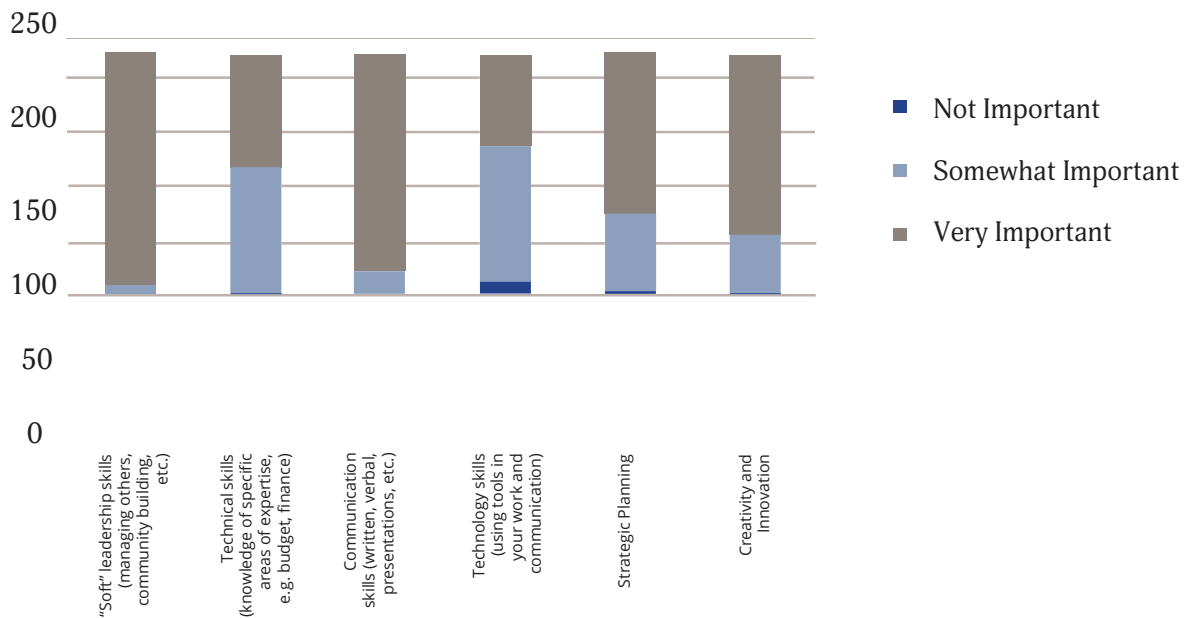*Participate and Engage in Training*

Eighty-three percent (83%) of Mid-Managers, Emerging and Aspiring Leaders reported that they regularly participate in Training and Development Programs, taking at least 2-3 activities per year. Similarly, ***80% of the Senior Leaders also indicated that they actively engage emerging leaders in***

training and talent development activities. Lack of time was cited as the number one reason (55%) why senior leaders don't actively engage emerging leaders in training and development.

Development Programs or Resources to Accelerate Development of Mid-Managers, Emerging or Aspiring Leaders

When asked about programs and resources that would accelerate the development of Mid-Managers, emerging and aspiring leaders *63%* of respondents agreed that a "*human development campaign*" *to promote the need for local government to focus on talent development as a key business necessity* and offering *development opportunities to all employees* would be very helpful. *Sixty percent (60%)* of respondents agreed *"training and other resources for those needing coaching or those wanting to serve as coaches"* would also be very helpful.

What to do you perceive as the development needs of emerging leaders in your government agency?

In addition to the training options the survey provided, respondents indicated that emerging leaders in their local government agency would benefit from developing skills in the following areas: Consensus Building, Critical and Strategic Thinking, Change Management and Adaptation, Employee Engagement, Emotional Intelligence, Mentoring, and Process Improvement.

Participate and Engage in Training

Eighty-three percent (83%) of respondents reported that they regular participate in Training and Development Programs, taking at least 2-3 activities per year. Similarly, *80% of Senior Leaders also indicated that they actively engage emerging leader in training and talent development activities.*

The 20% who answered that they were not actively engaging emerging leaders in training and talent development activities, *55% cited that a lack of time* as the primary obstacle which gets in the way of actively engaging high potential employees in Training and Development. Thirty-four percent (34%) indicated other reasons prohibit making such investments. The most frequent responses were proximity to training and lack of available resources (rooms, funds, trainers, etc.).

Do you actively engage emerging leaders in training and talent development activities?
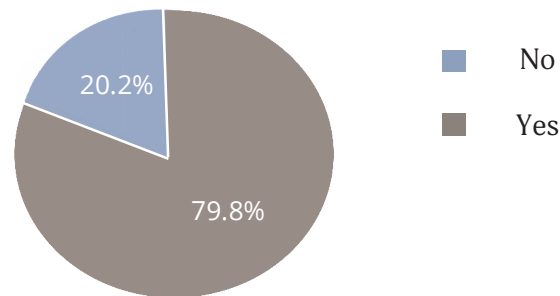
Nearly half of those who took the survey shared what was most effective for their organization in actively engaging emerging leaders in training and talent development. The majority of the responses linked to:

· Attendance or participation in traditional Training and Development activities (attending workshops, conferences, training course, etc.);
· Offering internal, external, and/or consortium Manager, Supervisor and/or Leadership Development Academies;
· Providing stretch and/or Work-Out-of-Classification opportunities which provides staff with greater exposure and awareness;
· Coaching, Mentoring and providing feedback;
· Ensuring participation in Professional Affiliations (MMANC, ELGL, ICMA, etc.);
· Promoting a career in Public Service to Youth; and,
· Communicating and preparing high-potential employees for future opportunities.

A unique and intriguing response was the formation of a "Next Generation" team, where the City Manager meets with up- and-comers on a monthly basis to discuss topics and develop skills.

And, despite being identified as one of the least effective means of providing training (see Training Modalities, Their Effectiveness and Efficacy,) Webinars were frequently touted as an effective program/resource utilized in an organizations to develop the next wave of talent.

Training Modalities - Their Effectiveness and Efficacy

When answering if they participated in training, many provided context on what training modalities were most efficient and had the greatest efficacy. The responses varied and legitimized that training is consumed in multiple ways; each with its advantages and disadvantages.

Respondents indicated that learning is commonly acquired through in-person or traditional classroom settings (workshops), as well as online (webinars), established, open discussion and forums (e.g. meetings, panels, question and answer sessions, conferences, etc.), continued education, and in cohorted or extended learning opportunities (e.g. certifications, academies, etc.)

The majority of the narrative feedback indicated that in-person training was preferred to online training. While online training was cited as cost effective, convenient, and relinquishes the need to leave the office, some respondents surmised that web-based learners are often distracted and diverting their attention to learning to address other pressing tasks or people who interrupt the learning. Others posited their opinions on how in-person training enhanced learning.

Postulations were that in-person training provides opportunities to concentrate exclusively on learning; network with other professionals and/or organizations; participate in breakout sessions; engage in extensive and interactive dialogue, etc.

Development Programs or Resources to Accelerate Development of Mid-Managers, Emerging or Aspiring Leaders

When asked about programs and resources that would accelerate the development of Mid-Managers, emerging and aspiring leaders **63%** of respondents agreed that a **"human development campaign" to promote the need for local government to focus on talent development as a key business necessity** and offer **development opportunities to all employees** would be very helpful. Sixty percent (60%) of respondents agreed **"training and other resources for those needing coaching or those wanting to serve as coaches"** would also be very helpful.

While programs targeted at underserved individuals received one of the lowest percentages (37%) of respondents indicating it would be very helpful in accelerating development, the majority of the narrative responses circled around addressing equal opportunity for underrepresented populations, attracting younger generations to the public workforce, and gender equality.

Specific ideas or requests for ICMA – Talent Development

One third of the Survey takers provided ideas or requests for the ICMA Talent Development Committee to explore. The majority of the comments centered around **Coaching and Mentoring**. Comments ranged from the value of Coaching programs (like ICMA's), to revitalizing the branding of the ICMA program, and the importance of a quality and meaningful match.

Also frequently mentioned was the desire for **Job Shadow and/or Exchange Programs**, which would provide opportunities to explore how other individuals and organizations operate.

Several respondents offered additional development needs for emerging leaders as they relate to **"soft" leaderships skills**, including understanding and/or awareness of Transformational Leadership, Coaching, Creating High Performing Teams, Organizational Development, Giving and Receiving Feedback, Emotional Intelligence, Relationship Management, and how to work in a political climate - the strength and calmness that it takes to stay centered (even in the presence of your City Council.)

Other innovative ideas shared included:

· Creating a City Managers Hospitality Group where for new/emerging leaders meet with current Organizational Leaders (City/County Managers, Assistant City/County Managers) for coffee, conversations, and idea exchanges.
· Hosting forums for discussing the impact of proposed, current and recently enacted legislation on local government; and, sharing what others are doing about it.
· Asking the Assistant City Managers (ACM) about their role and needs, more cities are merging towards combining the ACM and Department Head (HD) role, how does this impact the work of those roles?
· Improving recruitment practices: how to hire for fit; how to attract a more diversity workforce; and how, to ensure more underrepresented populations are serving in leadership positions.
· Providing a suggested list of Ted Talks and accompanying discussion questions.

Q1 What are your motivations to coach others?

Answered: 134   Skipped: 0
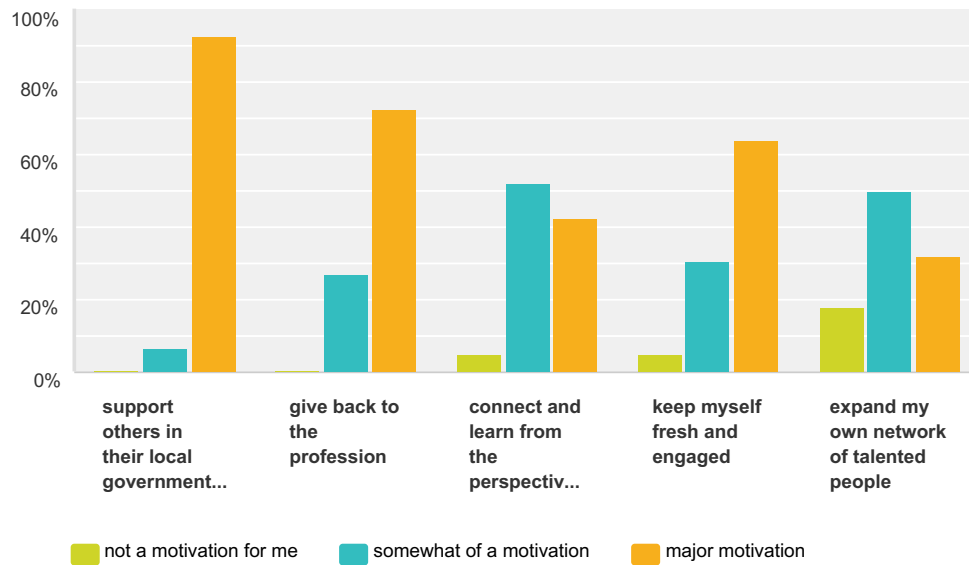
	not a motivation for me	somewhat of a motivation	major motivation	Total	Weighted Average
support others in their local government careers	0.75% 1	6.72% 9	92.54% 124	134	2.92
give back to the profession	0.75% 1	26.87% 36	72.39% 97	134	2.72
connect and learn from the perspectives Players bring	5.22% 7	52.24% 70	42.54% 57	134	2.37
keep myself fresh and engaged	5.22% 7	30.60% 41	64.18% 86	134	2.59
expand my own network of talented people	17.91% 24	50.00% 67	32.09% 43	134	2.14

#	Other (please specify)	Date
1	Really just to help grow the next generation.	7/15/2016 11:46 AM
2	I am currently working on my life coach certification from UW-Madison and am also working part-time as a local govt management consultant specializing in executive recruitment.	7/13/2016 12:03 PM
3	As a Senior Advisor, expanding my network of talented people can aid me in helping other managers to tap into available resources.	7/13/2016 5:30 AM
4	More detail is to discover what are the unique issues in those cities I work with. Generics are useful, but when it gets down to it there are usually specifics to that member, that community and the association.	7/12/2016 6:42 AM
5	Had limited coaches in my early career, especially among women. Want to change that.	7/11/2016 4:46 PM
6	To help others understand the needs of the profession and provide personal experiences so as to help other as they move up in any organization.	7/11/2016 9:45 AM
7	Pay it forward	7/8/2016 6:59 AM

Q2 What's been your experience with coaching? (check N/A if you haven't had an experience)

Answered: 134   Skipped: 0
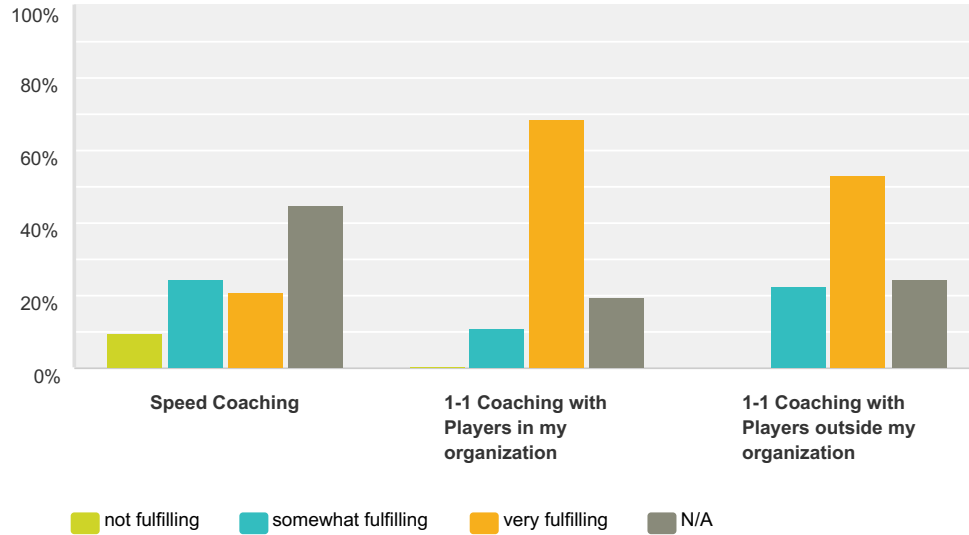
	not fulfilling	somewhat fulfilling	very fulfilling	N/A	Total
Speed Coaching	**9.70%** 13	**24.63%** 33	**20.90%** 28	**44.78%** 60	134
1-1 Coaching with Players in my organization	**0.75%** 1	**11.19%** 15	**68.66%** 92	**19.40%** 26	134
1-1 Coaching with Players outside my organization	**0.00%** 0	**22.39%** 30	**52.99%** 71	**24.63%** 33	134

#	Other coaching experiences (please specify)	Date
1	Public Administration Specialist, BRADD, 1973-78 10 counties, 26 cities, First City Administrator, Berea, 1979-1986, State Local finance Officer, State of KY, 1986-1988, Local Government Advisor Chief (Cities), 1988-1997, Research Dept, local govt advisor, Ky League of Cities, 1999- 2006.	7/14/2016 4:37 PM
2	Now that I am retired, I find it very rewarding to meet with young and mid-career professionals. We have the opportunity to review their career plans and help them develop plans that will assist them in achieving their professional goals. Listening to them is most important. Allowing them to finish speaking before asking questions and then work with them to develop their personal plan of action.	7/12/2016 4:30 PM
3	I do try to reach out to professionals that are not members of either the International or State associations and try to ascertain why they do not belong to either or what do they feel about benefits they would receive.	7/12/2016 6:42 AM
4	Affecting the thought process of citizens in reaching conclusions, overcoming bias, gaining respect for public service.	7/11/2016 4:46 PM
5	Coaching my direct reports.	7/11/2016 2:42 PM
6	Coaching CMs and ACMs from the perspective of my Senior Advisor's position.	7/11/2016 12:47 PM
7	Senior advisor	7/10/2016 7:42 AM
8	The person I was assigned to coach dropped out early on so we never met.	7/9/2016 1:19 PM
9	members in transition interview training 1:1	7/8/2016 2:12 PM
10	I have done speed coaching in NC and started speed coaching session in Virginia at the VLGMA conferences. I have also taught Graduate Level MPA classes often serving as a mentor/coach to students in these programs.	7/7/2016 4:31 PM
11	Teaching public adm students at Ferris State University	7/7/2016 3:17 PM

Q3 What have you found to be effective in coaching others?

Answered: 132   Skipped: 2
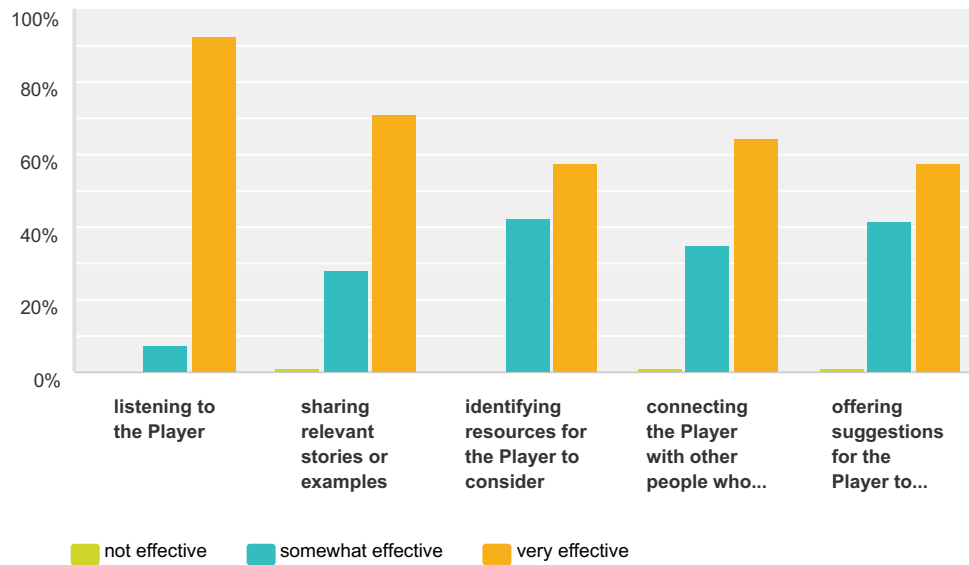
	not effective	somewhat effective	very effective	Total	Weighted Average
listening to the Player	**0.00%** 0	**7.58%** 10	**92.42%** 122	132	2.92
sharing relevant stories or examples	**0.76%** 1	**28.03%** 37	**71.21%** 94	132	2.70
identifying resources for the Player to consider	**0.00%** 0	**42.42%** 56	**57.58%** 76	132	2.58
connecting the Player with other people who may be helpful	**0.76%** 1	**34.85%** 46	**64.39%** 85	132	2.64
offering suggestions for the Player to consider	**0.76%** 1	**41.67%** 55	**57.58%** 76	132	2.57

#	Other (please specify)	Date
1	I have found listening to be the most important trait followed by asking probing questions.	7/7/2016 4:31 PM

Q4 Have you ever had a Coach work with you in your role as a senior member of the profession? If yes, please add a comment about the experience.

Answered: 134   Skipped: 0
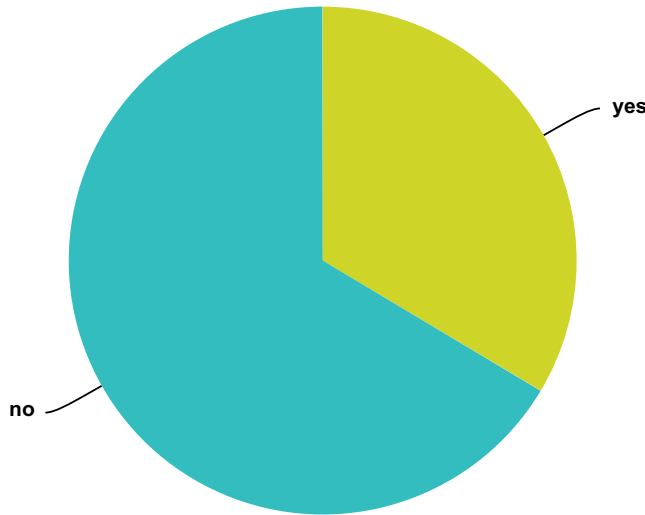
Answer Choices	Responses	
yes	**33.58%**	45
no	**66.42%**	89
Total		**134**

| #	Comment:	Date
1	A number of times at different junctures when I questioned my direction. I have found working with a coach invaluable especially as I have progressed in Management which is a lonely place to be.	7/15/2016 4:48 PM
2	Sometimes we view ourselves differently than how the outside world views us. The difference can be very informing.	7/15/2016 1:45 PM
3	Managers I worked for early in the profession.	7/15/2016 7:27 AM
4	Not so much in a formal way, but Greg Bielawski shares great insight into the profession and the role of senior advisers, it is like he is coaching a number of us.	7/14/2016 9:17 AM
5	Very positive "being coached" experiences that provide examples for me to follow as a coach.	7/13/2016 6:33 PM
6	I have a great mentor in Dr. Steve Hintz, former WCMA secretariat, who I now work with occasionally in my consulting practice.	7/13/2016 12:03 PM
7	Not in a formal way. I reach out to colleagues when I need support, an ear, etc.	7/13/2016 5:43 AM
8	When I was in active service, there were a number of retired City and County Managers living in the area where I managed. Monthly, I invited them to lunch. They were able to provide insight and advice to me on a variety of issues some professional and some personal. Now that I am retired, I have join this group of retired managers. We still get together occasionally. We continue to invite local managers to lunch with us. All these managers managed communities in the local area. They all have great background on a variety of the issues facing the area.	7/12/2016 4:30 PM
9	... Al least not formally. I have sought mentorship from various people at various times by watching, conversing, asking questions and listening.	7/12/2016 9:57 AM

10	Our organization has routinely provided opportunities for the senior leadership team to participate in training such as Facilitative Leadership and other trainings. By doing so it is hoped that all employees in the organization will eventually benefit and be encouraged to reach their highest potential through the effective supervision and leadership of the senior staff who in turn will assist their staff in becoming better team members.	7/12/2016 9:38 AM
11	Was helpful in terms of understanding how I use (or waste) my time, understand elected official perspectives	7/12/2016 6:56 AM
12	I sometimes consult with other senior local government managers and even private sector managers on issues relevant to what I am involved in at the time. This gives me other valuable perspectives.	7/12/2016 6:53 AM
13	Extremely beneficial to have access to neutral feedback	7/12/2016 6:40 AM
14	Informal on an ad hoc basis, but very rewarding and fulfilling just to have someone else to talk to.	7/12/2016 6:32 AM
15	coaching has been very helpful as I have transitioned into a new role in a new organization, hearing different perspectives and suggestions about how to resolve challenges is invaluable	7/11/2016 4:50 PM
16	Impact on thinking realistically and planning strategically.	7/11/2016 4:46 PM
17	I have received mentoring from various City Management Professionals throughout my career and found it to be very beneficial. I believe the one-on-one interaction was the most beneficial to my personal and professional development.	7/11/2016 2:23 PM
18	In the early 2000s, after attending an ICMA event, I asked Frank for some 1:1 coaching advice. We went over my resume and talked about opportunities/options - It was just one session that we had, but Frank was very thoughtful/helpful with his comments -	7/11/2016 1:03 PM
19	Supervisors for whom I worked during my professional career were very helpful and sometimes painful, but effective.	7/11/2016 12:47 PM
20	I still use coaches today to help me work through challenges in the profession.	7/11/2016 11:01 AM
21	Helpful in bringing resolution to problems with governing body.	7/11/2016 10:15 AM
22	Throughout my career I have had mentors who were also coaches. The advantage today is that there is a focus on the value of coaching and training to help all of be more effective in our roles. Today there are also greater opportunities to have a coach outside your organization which I believe is very valuable.	7/11/2016 9:54 AM
23	Provided lots of food for thought - posed questions for me to ponder on, not necessarily expecting a response at that time, which helped me internalize further. Great feedback on what works well, what I need to improve upon, and how best to position myself for the future.	7/11/2016 9:49 AM
24	I found working with a professional coach very rewarding and almost necessary in this profession. This experience allowed me a sounding board with no skin in the game and no hidden agendas or political motivations. It has helped me be a better leader and a better person.	7/11/2016 9:38 AM
25	Even though I said "no" to the question, I have been fortunate to have talented friends and business associates outside the profession that have helped me immensely to problem-solve and/or gain perspective. I have rarely encountered that within the profession. My "peer" coaching has come from private sector CEO groups, and rarely from any of my professional associations within the profession.	7/11/2016 8:48 AM
26	Been many years ago, but that was my inspiration to stay involved.	7/11/2016 8:27 AM
27	I did some extensive executive training outside of just the profession, but applicable to CM work.	7/11/2016 8:01 AM
28	I appreciate the experience and lessons learned from other professionals.	7/8/2016 5:56 PM
29	Not in a formal coaching relationship, but I have received helpful coaching from supervisors and colleagues.	7/8/2016 5:21 PM
30	I've experienced this at a peer-to-peer level, 1-1 with retired executives, and as a small group with a coach/facilitator. I got the most out of the group coaching experience because I liked being able to learn from what others were going through. It was almost easier to apply their take-aways, than to be overly introspective about my own challenges.	7/8/2016 5:04 PM
31	not directly, but rely on my network of professional colleagues for support and advice.	7/8/2016 4:40 PM
32	Not formal coach but I rely upon one or two senior colleagues who are trusted and always give great advice.	7/8/2016 2:13 PM
33	Very satisfying.	7/8/2016 10:17 AM
34	I had a job coach as a MIT back in 2009; which was one of the best things I ever did for myself. She reviewed by resume, prepared me for interviewing and helped me understand what had gone wrong in my pervious position (it was good to have a private, non-govt perspective on what we all do).	7/8/2016 7:37 AM
35	I have sought out advice from senior members when the organization is faced with difficult issues. I rarely seek out advice from senior members for professional "personal" issues; however, the organization-type issues typically "personally" impact me.	7/8/2016 5:42 AM

36	He encouraged me greatly and built my confidence.	7/7/2016 6:21 PM
37	Guy Larcum, Don Borut, Arthur Bromage, Jack Patriarch. Who could have received better guidance, wisdom, or support than I from such mentors!	7/7/2016 3:17 PM
38	It feels like most coaching happens very early in careers and drops off as we progress. It should stay constant.	7/7/2016 3:06 PM
39	I have had coaches at all stages of my career (and professions). In each case the interactions have been valuable to me from a content, psychological, and inspirational level. Even today at the tail end of my local government career, I have certain stable and knowledgeable individuals that I meet with on a regular basis to have as my reality sounding board. I always find the interactions coach me to either stay the course, make an alteration to the direction I was going, or rethink an idea entirely.	7/7/2016 2:53 PM
40	Routinely use coaching to work with "skip level" leaders in the organization.	7/7/2016 2:30 PM
41	The opportunity to talk with a coach provided the much needed pause in the process. As someone who wants to take action, adding the step to gain other perspectives on issues, results in a more measured and successful approach to issues and dealing with elected officials.	7/7/2016 12:50 PM
42	My Mentor was a Professor of Industrial psychology and he taught me how to communicated effectively both verbally and in written form. He also taught me on ways to approach resolving problems both major and minor issues.	7/7/2016 12:50 PM
43	learned from a coach how to improve commission relations	7/7/2016 11:32 AM
44	I have had informal coaches who are colleagues. I have had other senior members of the profession coach me as I transitioned into my "encore."	7/5/2016 4:04 PM

Q5 What's your interest in sharpening the following coaching skills?

Answered: 134   Skipped: 0
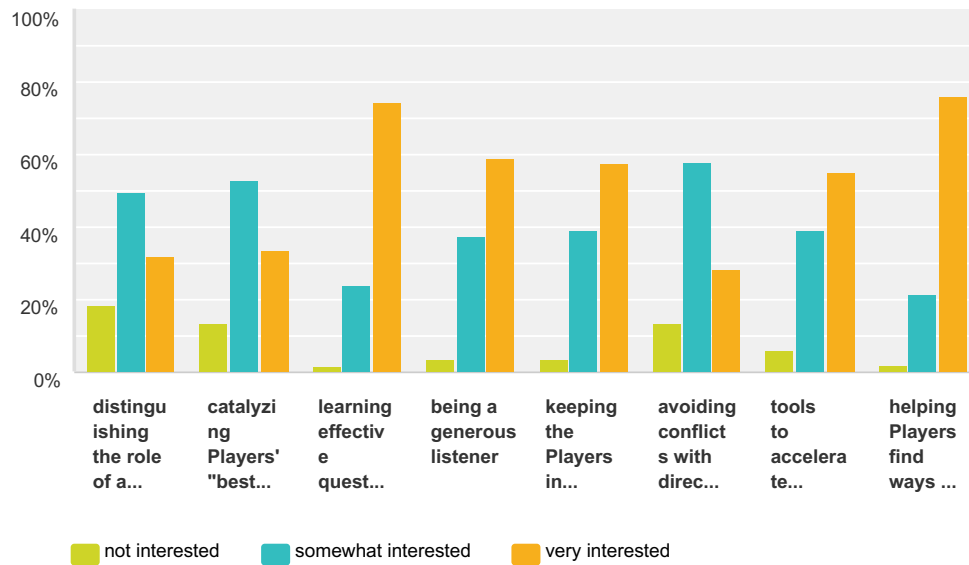
	not interested	somewhat interested	very interested	Total
distinguishing the role of a coach vs. mentor vs. supervisor	**18.66%** 25	**49.25%** 66	**32.09%** 43	134
catalyzing Players' "best brain" thinking	**13.43%** 18	**52.99%** 71	**33.58%** 45	134
learning effective questions to help Players find the answers for themselves	**1.49%** 2	**23.88%** 32	**74.63%** 100	134
being a generous listener	**3.73%** 5	**37.31%** 50	**58.96%** 79	134
keeping the Players in charge of their own choices	**3.73%** 5	**38.81%** 52	**57.46%** 77	134
avoiding conflicts with direction from the Players' supervisors	**13.43%** 18	**58.21%** 78	**28.36%** 38	134
tools to accelerate through obstacles	**5.97%** 8	**38.81%** 52	**55.22%** 74	134
helping Players find ways to create win-win's for themselves and their organizations	**2.24%** 3	**21.64%** 29	**76.12%** 102	134

#	Other (please specify what else you'd like to learn)	Date
1	This is far too academic. These questions suck the humanity out of the coaching program and make it a rigid program. My interest in being a coach is summed up in question 1. I want to give back to the profession because I care about its future success. I don't expect to sharpen coaching skills. I don't refer to my friends as "players." I believe this is going about coaching the wrong way.	7/11/2016 10:37 PM
2	Helping Players identify choices they didn't know they had or couldn't even imagine.	7/11/2016 8:48 AM
3	I am not sure that all obstacles can be accelerated thru. Quick solutions in some situations creates quick disasters. Skill is to learn how to evaluate what issues lend themselves to quick solutions.	7/10/2016 7:42 AM
4	I would like to be involved in the formal ICMA coaching program.	7/7/2016 2:30 PM

Q6 Will you be attending the ICMA Conference September 25-28, 2016, in Kansas City and are you interested in the Coach training session "Being a Great Coach and a Winning Player" at 12:30-1:45 p.m., Tuesday, September 27?

Answered: 134 Skipped: 0
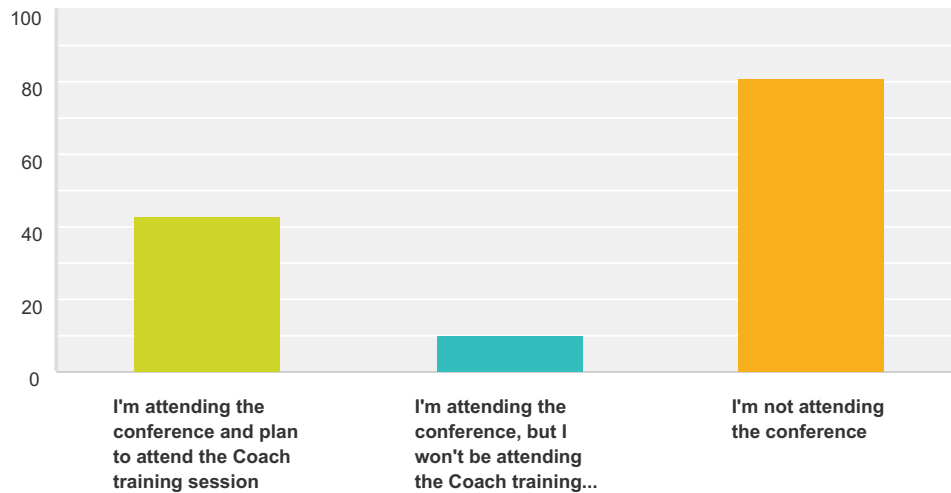
Answer Choices	Responses	
I'm attending the conference and plan to attend the Coach training session	**32.09%**	43
I'm attending the conference, but I won't be attending the Coach training session	**7.46%**	10
I'm not attending the conference	**60.45%**	81
Total		**134**

#	Comment:	Date
1	Member ICMA, 1967 - 2006. Full member since 1979.	7/14/2016 4:37 PM
2	I plan to participate in speed coaching. I have a schedule conflict at the Tuesday time.	7/12/2016 9:38 AM
3	I anticipate attending at this time but haven't made final arrangements yet.	7/12/2016 6:53 AM
4	Likely, but not yet scheduled.	7/12/2016 6:42 AM
5	Have not fully determined my schedule of conference sessions at this point.	7/12/2016 6:32 AM
6	Have a conflict.	7/11/2016 4:46 PM
7	Will this be offered as a webinar at a later date?	7/11/2016 2:42 PM
8	I was not aware of the Coach Training Session, but I will make an effort to attend this session.	7/11/2016 2:23 PM
9	but would be interested in receiving training to improve coaching ability.	7/11/2016 12:47 PM
10	Unsure about attendance; I may have a conflict at that time.	7/9/2016 7:17 AM
11	I have to fly home EARLY on Tuesday morning for a Budget Hearing.	7/8/2016 7:37 AM
12	I was asked by the VLGMA President to volunteer as a Coach.	7/7/2016 4:31 PM
13	Not certain if I will be able to attend this session at this time but would be interrelated if no schedule conflict.	7/7/2016 3:17 PM

14	I will try to attend the session. I have not analyzed the schedule yet. Lunch meetings are often difficult for me though as I tend to use those times at the conference to assist the ICMA China Center to host delegates from China. If I don't have that obligation on Tuesday in KC, I will plan to attend.	7/7/2016 2:53 PM
15	I can't attend this year, but am definitely interested in helping further the use of coaching on our profession.	7/7/2016 2:30 PM
16	Not certain as of yet	7/7/2016 1:49 PM
17	Subject to schedule conflicts	7/7/2016 1:34 PM
18	Right now I am planning to attend. However that could change	7/7/2016 12:57 PM
19	I am unsure about attendence	7/7/2016 12:50 PM

Q8 Please provide any other comments or suggestions about how to have 1-1 Coaching serve the profession. Thank you!

Answered: 15   Skipped: 119

| #	Responses	Date
1	Working in local government from 1960 thru 2014 (see attached resume), I would welcome the opportunity to share my experience, lessons I have learned and ideas with those who are interested. At the age of 76 I remain active physically and mentally and continue to follow the development and changes in the profession. I am in the process of developing an autobiography to share my life and career with the younger members of my family. It might be of interest to a young developing manager. Tommy Martin Combs 508 Allen Street Clinton, NC 28328 Home Phone 910-592-7761 Cell Phone 910-214-5392 Experience Retired in 2002 with 43 years service in city and county government. This includes 31 years in city management and 12 years in city/county planning, community development, and engineering. Additionally, have served in ten city and town manager interim positions. Relevant Exceptional understanding of the manager/council form of government Skills and all city department functions. Excellent management and supervisory skills. Possess sound judgment, verbal and writing skills, ability to work well with people at all levels of society, ability to look at problems from different perspectives, perform well under stress, ability to organize. Possess thorough knowledge of computers and electronic data handling. Experience 2013-14 Interim Town Manager, Kenansville, NC (Dec-July) 2012-13 Interim Town Manager Warsaw, NC (Nov-Apr) 2012 Interim Town Manager Swansboro, NC (Mar- Aug) 2011 Interim Town Manager Red Springs, NC (Jan- July) 2009-10 Interim Town Manager Warsaw, NC (Sept-April) 2009-10 Contract to Develop UDO for Robbins, NC 2009 Interim Town Manager, Robbins, NC (January-June) 2007-08 Interim Town Manager Swansboro, NC (September–April) 2007 Interim Town Manager, Atlantic Beach, NC (January–May) 2006 Consultant to Town of Warsaw, NC (March–Dec.) 2005-06 Interim Town Manager, Town of Warsaw, NC (October–March) 2003 Interim City Manager. City of Elizabeth City, NC (March–October) 1984-2002 City Manager, City of Clinton, NC 1974-1983 City Manager, City of Elizabeth City, NC 1972-1974 City Manager, City of Clinton, NC 1971-1972 Town Manager, Town of Mebane, NC 1967-1971 County Planner, Alamance County, NC 1966-1967 Projects Engineer, Greensboro Redevelopment Commission 1962-1967 Chief Draftsman and Planner, Guilford County, NC 1960-1962 Engineering Aide, City of Greensboro, NC Education Institute of Government, Chapel Hill, NC 1975 Graduate of Municipal Administration Program 1971 Graduate of Community Planning Program 1977 Graduate of Executive Development Program Guilford College, Greensboro, NC 1970 BS Degree in Management and Managerial Economics Professional Life Member of International City Management Association (ICMA) Memberships Life Member of North Carolina City/County Management Association Life Member of NC League of Municipalities	7/12/2016 4:36 PM
2	I think you are on the rights track.	7/12/2016 9:57 AM
3	I think that coaching can be very supportive in listening as individuals discuss their thinking, as well as, providing an example that this is a worthwhile profession.	7/12/2016 9:38 AM
4	It is interesting because members are appreciative of your assistance, have a strong attachment to their position and impact on their community, and most really want to improve.	7/12/2016 6:42 AM
5	This is a fine program and am pleased that it is now national. It is one of the few benefits that ICMA offers - other than the valuable ethics and credentialing - that is not monetized.	7/11/2016 4:46 PM
6	This is a magnificent idea and great endeavor; I am looking forward to assist in any way I can, and to learn from others as well. Thank you!	7/11/2016 2:42 PM
7	I have been participating as a TCMA Coach for the past year. I have worked with a few professionals on a one-on-one basis and it has been beneficial to all involved (I think). I think there needs to be some guidelines and expectations for the role the coaches play in this program. Maybe some guidelines as to how to reach out to others and vice versa.	7/11/2016 2:23 PM
8	I'd like the opportunity to coach outside of my organization - As a woman in a male-dominated field(Public Works) and a non-engineer, I think I have some unique perspectives - I also made a big career shift within my organization (from Planning to Public Works) -	7/11/2016 1:03 PM
9	I hope you'll present case studies that coaches-in-training can respond to and groups can discuss various approaches. Also, please present common mistakes coaches make.	7/11/2016 12:47 PM
10	1-1 Coaching is a valuable service to the profession and should be widely promoted!	7/11/2016 9:38 AM

11	Get out of ourselves. We spend too much time inside the profession and believing ourselves and our jobs to be unique. Our jobs are unique, but not in the way many of us define it. We are corporate CEOs (some of us managing multi-million dollar businesses) and need the altitude and skills associated with that position, along with understanding of the unique challenges of doing that job with transparency and according to public sector laws.	7/11/2016 8:48 AM
12	Suggest adding alternative dispute resolution training as embodied in the Harvard Classic, "Getting To Yes" by Ury.	7/7/2016 6:22 PM
13	I am in rural northern Michigan, attend all Michigan manager meetings, ICMA conferences, Mid-Michigan Mgr meetings. Keeps the old brain alive while I marvel at the innovative problems that today's managers must address.	7/7/2016 3:17 PM
14	This is a great program. I hope ICMA continues the commitment and alignment of this program with formal coaching training programs. I am happy to help.	7/7/2016 2:30 PM
15	Thank you	7/7/2016 1:34 PM

Q1 How do you hope to benefit from coaching?

Answered: 90   Skipped: 0
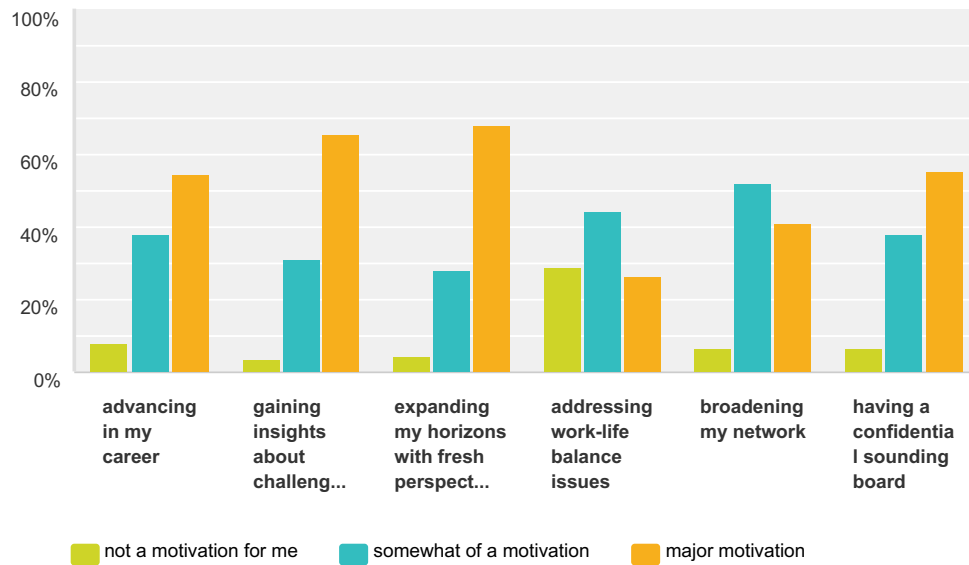
	not a motivation for me	somewhat of a motivation	major motivation	Total	Weighted Average
advancing in my career	**7.78%** 7	**37.78%** 34	**54.44%** 49	90	2.47
gaining insights about challenging issues in my organization	**3.33%** 3	**31.11%** 28	**65.56%** 59	90	2.62
expanding my horizons with fresh perspectives	**4.44%** 4	**27.78%** 25	**67.78%** 61	90	2.63
addressing work-life balance issues	**28.89%** 26	**44.44%** 40	**26.67%** 24	90	1.98
broadening my network	**6.67%** 6	**52.22%** 47	**41.11%** 37	90	2.34
having a confidential sounding board	**6.67%** 6	**37.78%** 34	**55.56%** 50	90	2.49

#	Other (please specify)	Date
1	having their perspective on decisions I have to make professionally or personally.	7/11/2016 10:41 AM
2	Career advice for succeeding early in my career, and within my current/near-future position(s).	7/8/2016 12:42 PM
3	It would be excellent to include women managers who have had children during their career and can speak to that specific work-life balance issue!	7/8/2016 12:13 PM
4	I question the effectiveness of this type of coaching. I'd be interested in hearing real examples of how coaching has helped individuals.	7/8/2016 11:59 AM
5	Would like to gain insights on having greater control of my work day; being more proficient at producing excellent timely outcomes; improving decision making skills; improving negotiating skills; dealing effectively/constructively with underperforming employees; developing wells to be more resilient in dealing with constant deadlines, pressures, criticisms, conflicts	7/7/2016 1:28 PM

Q2 What's been your experience with coaching? (check N/A if you haven't had an experience)

Answered: 90   Skipped: 0
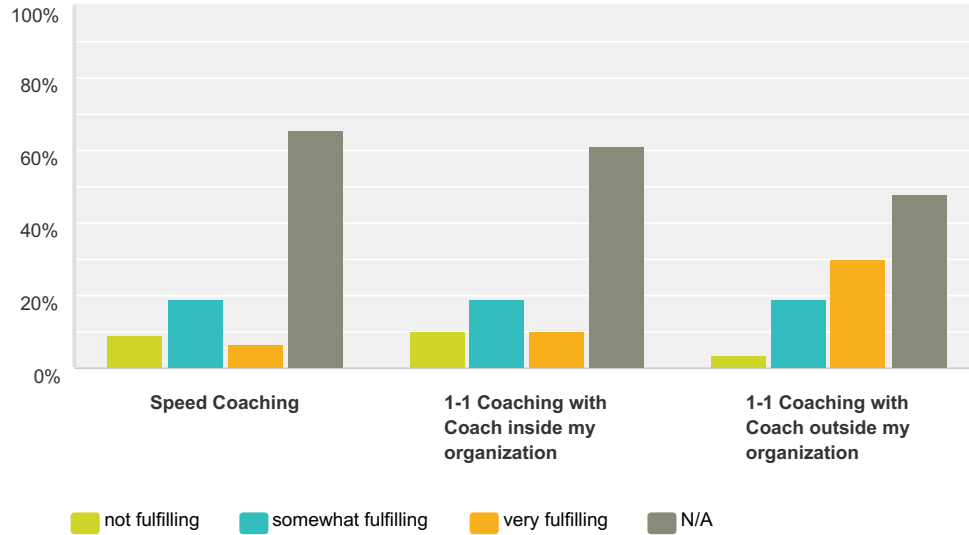
|	not fulfilling	somewhat fulfilling	very fulfilling	N/A	Total
Speed Coaching	**8.89%** 8	**18.89%** 17	**6.67%** 6	**65.56%** 59	90
1-1 Coaching with Coach inside my organization	**10.00%** 9	**18.89%** 17	**10.00%** 9	**61.11%** 55	90
1-1 Coaching with Coach outside my organization	**3.33%** 3	**18.89%** 17	**30.00%** 27	**47.78%** 43	90

#	Please comment about your coaching experiences:	Date
1	It's nice to have someone to contact who has been a city administrator for many years to bounce ideas off of and to ask questions (and maybe to vent about issues that only administrators understand).	7/14/2016 12:53 PM
2	Speed coaching at the conference is a great start; it can be a gear opportunity to initiate a connection.	7/12/2016 6:33 AM
3	Questions answered by email. Helpful, but a conversation is sometimes more benficial.	7/12/2016 6:20 AM
4	I met with a coach from ICMA who happened to be in my City visiting family. It was nice to run things by someone not involved in the City and get new ideas.	7/12/2016 6:01 AM
5	I have been able to connect with an ICMA Senior Advisor who has been very helpful, he asks a lot of questions when i am considering something and it forces me to think about things in ways otherwise i have not considered	7/11/2016 10:15 AM
6	Not sure coaching is the answer. Seems to forced.	7/8/2016 11:59 AM
7	The coaching outside our organization was not really structured. When nothing problematic was going on, the session was not very useful. Personality fit seems to be critical.	7/8/2016 7:57 AM
8	None at this time.	7/7/2016 4:45 PM
9	Considered contracting for private coaching but very expensive and not confident I would achieve what I am seeking after making the financial investment	7/7/2016 1:28 PM
10	I like less formalized coaching or small group coaching activities, in addition to a traditional one on one. While those in our field are knowledgeable, seeking perspectives from leaders and peers in other professions can generate new ideas.	7/7/2016 1:11 PM

11	I did get a chance to meet with Oel Wingo one time before she accepted another position. It was really nice to have someone to talk to from outside the area.	7/7/2016 11:38 AM
12	The difficulty in receiving coaching is that every situation, municipality and coach offer differing views, therefore perspectives differ on everything from resume layout and cover letter style to handling situations in the workplace. I have 3 or 4 "coaches," but I think of them more as mentors. All of them see things much differently, even though there are areas of consistency among their views. These differing views help provide me a well-rounded perspective, but they can also leave me wondering which direction is best. It would be nice to hear some basic principals of consistent advice from all coaches across the board.	7/7/2016 11:05 AM
13	Although partnered with a mentor through the Mid-Career Managers program, my mentor provided very little help or assistance and did not seem to be willing to spend any time or effort preparing for or following up on our phone conversations. The mentoring relationship ended as soon as the program was over.	7/7/2016 10:52 AM
14	although it may take a little longer to share information about players, politics, etc. with outside coaches, there are fewer concerns re: keeping information confidential when talking with coaches outside the organization	7/5/2016 4:09 PM

Q3 What would you like from a Coach?

Answered: 90   Skipped: 0

not important   somewhat important   very important
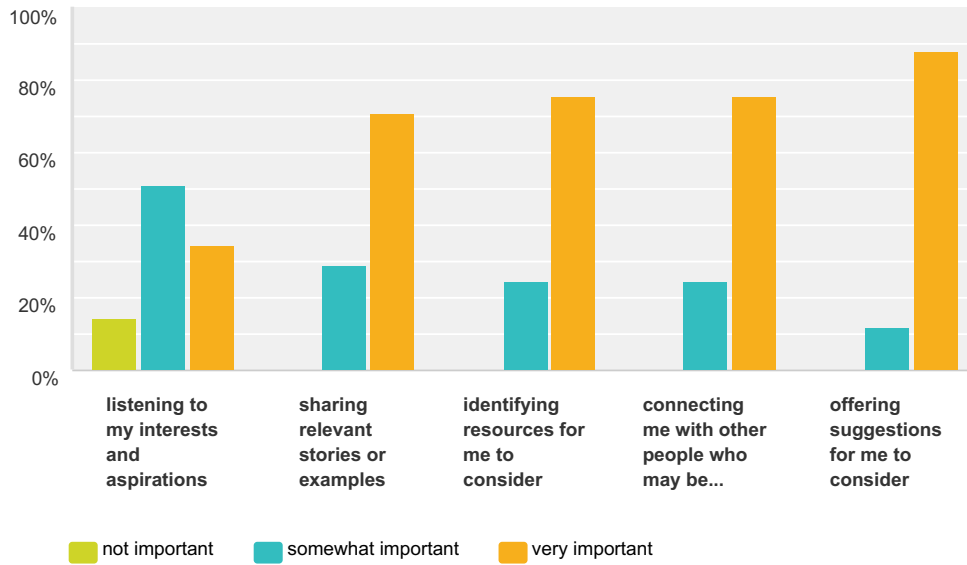
	not important	somewhat important	very important	Total
listening to my interests and aspirations	**14.44%** 13	**51.11%** 46	**34.44%** 31	90
sharing relevant stories or examples	**0.00%** 0	**28.89%** 26	**71.11%** 64	90
identifying resources for me to consider	**0.00%** 0	**24.44%** 22	**75.56%** 68	90
connecting me with other people who may be helpful	**0.00%** 0	**24.44%** 22	**75.56%** 68	90
offering suggestions for me to consider	**0.00%** 0	**12.22%** 11	**87.78%** 79	90

#	Other (please specify)	Date
1	The form in which coaching is offered (e.g. stories, resources, insights) is less important to me than what's included in them. I find context and insights very helpful.	7/12/2016 9:07 AM
2	Their insights based on their experiences on challenges I'm facing personally or professionally.	7/11/2016 10:41 AM
3	Advise on approach would be helpful and available outside of scheduled sessions if necessary via email/phone.	7/8/2016 7:57 AM
4	Someone to assist me to "rethink" my approaches; pose questions or offer suggestions to stimulate looking at my challenges in a different way; who can really assist me to develop concrete steps that I can take to improve my skills; knowledge and leadership and someone to hold me accountable	7/7/2016 1:28 PM
5	Providing alternatives for consideration would be most helpful.	7/7/2016 12:37 PM
6	ability to communicate with one another with ease	7/5/2016 4:09 PM

Q4 What's your interest in learning more about how the following aspects of coaching?

Answered: 90   Skipped: 0
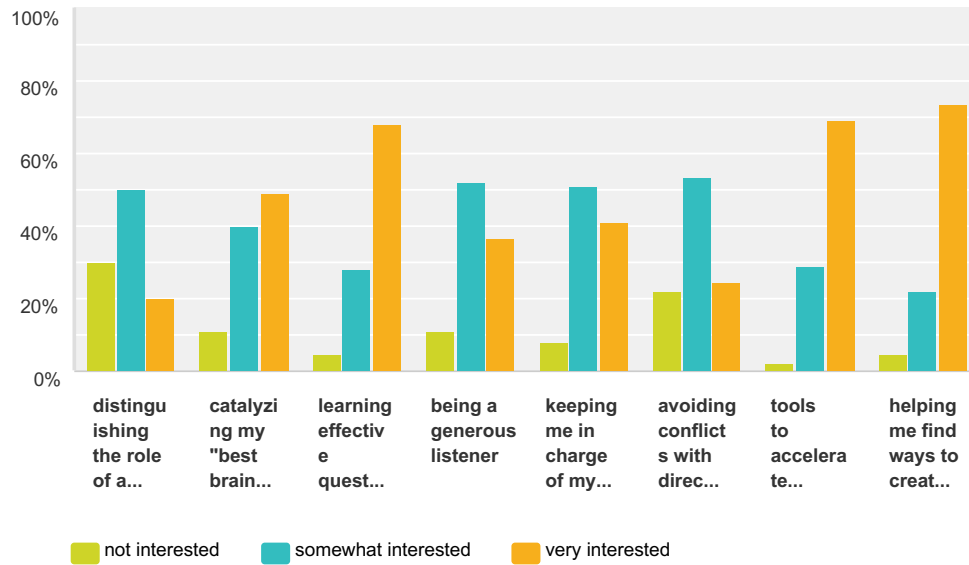
	not interested	somewhat interested	very interested	Total
distinguishing the role of a coach vs. mentor vs. supervisor	**30.00%** 27	**50.00%** 45	**20.00%** 18	90
catalyzing my "best brain" thinking	**11.11%** 10	**40.00%** 36	**48.89%** 44	90
learning effective questions to help me find the answers for myself	**4.44%** 4	**27.78%** 25	**67.78%** 61	90
being a generous listener	**11.11%** 10	**52.22%** 47	**36.67%** 33	90
keeping me in charge of my choices	**7.78%** 7	**51.11%** 46	**41.11%** 37	90
avoiding conflicts with direction from my supervisors	**22.22%** 20	**53.33%** 48	**24.44%** 22	90
tools to accelerate through obstacles	**2.22%** 2	**28.89%** 26	**68.89%** 62	90
helping me find ways to create win-win's for myself and my organization	**4.44%** 4	**22.22%** 20	**73.33%** 66	90

#	Other (please specify what else you'd like to learn)	Date
1	Communication with others inside the organization - examples, exercises fur	7/8/2016 7:57 AM
2	I am not really sure how I should be responding on this question. The question above doesn't make sense to me.	7/7/2016 3:09 PM
3	Career guidance and advice - how to identify personal and professional shortcomings and determine how to address them to best position myself for career advancement	7/7/2016 10:52 AM

Q5 Will you be attending the ICMA Conference September 25-28, 2016, in Kansas City and are you interested in the 1-1 Coaching training session "Being a Great Coach and a Winning Player" at 12:30-1:45 p.m., Tuesday, September 27?

Answered: 90   Skipped: 0
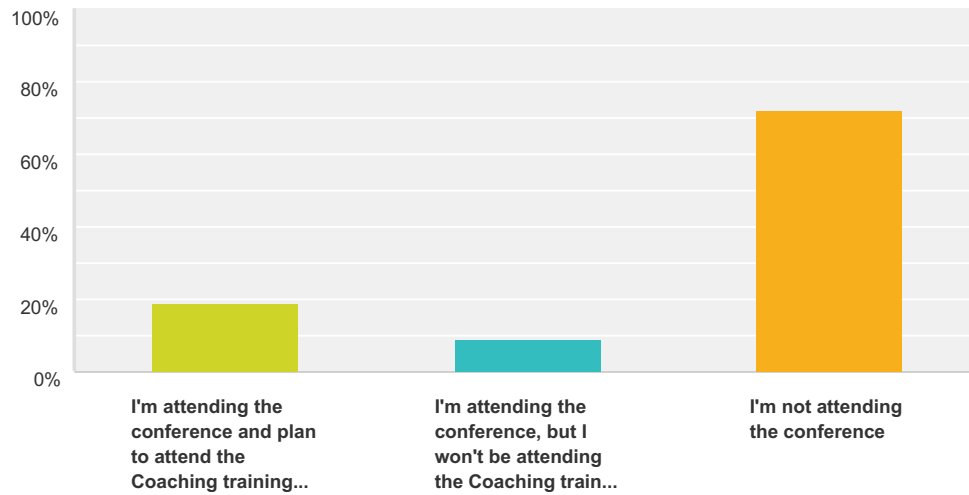
Answer Choices	Responses	
I'm attending the conference and plan to attend the Coaching training session	**18.89%**	17
I'm attending the conference, but I won't be attending the Coaching training session	**8.89%**	8
I'm not attending the conference	**72.22%**	65
Total		**90**

#	Comment:	Date
1	Limited resources does not allow for out of state training.	7/12/2016 6:20 AM
2	I have applied for a scholarship, have not heard yet. Will attend if that comes through and would want to participate in coaching.	7/12/2016 6:01 AM
3	I am unable to attend the conference this year	7/11/2016 10:15 AM
4	I would love to, but don't really have the funding or the flexibility to do so!	7/8/2016 12:42 PM
5	I am attending the conference but haven't picked sessions to attend yet.	7/8/2016 9:59 AM
6	I hadn't thought of attending a coaching training session. May consider it.	7/8/2016 7:57 AM
7	Will be attending the SEI Leadership program with the University of Virginia.	7/7/2016 3:04 PM
8	One of my challenges is my lack of getting out of the office and networking.	7/7/2016 1:28 PM
9	I am attending the conference but don't know the schedule yet.	7/7/2016 12:34 PM
10	I'm not sure if I will be attending yet.	7/7/2016 11:05 AM
11	I have not selected my sessions yet. At first glance this would not be a session I would attend given the high quality of other sessions typically offered.	7/7/2016 10:52 AM

Q7 Please provide any other comments or suggestions about what would be useful for 1-1 Coaching to serve your career and professional interests. Thank you!

Answered: 11   Skipped: 79

#	Responses	Date
1	I really struggle with the concept of coaching, as it puts one person in the 'knowledge' seat and the the other in the 'learning' seat. I believe that individuals early in their career have as much to offer those more experienced. Sure, the person with more experience can speak from their lessons learned, etc but the other may offer new ways to look at old problems. I would not likely sign-up for a program that positions one person as the coach and the other as the learner.	7/12/2016 4:42 AM
2	Help me find one.	7/11/2016 7:31 AM
3	Thank you for all you do for new and seasoned administrators!	7/11/2016 7:08 AM
4	I haven't had the chance to participate in these coaching opportunities, but certainly plan to do so in the future! Thank you!	7/8/2016 12:42 PM
5	I graduated with an MPA and have been having trouble bridging the gap out of higher education and into local government, which is where I really want to be. Some coaching from someone outside of the organization would be helpful. Since I don't work in local government yet, building these connections organically can be difficult and since I self-fund all of my professional development going to conferences to do speed coaching events isn't always a financial reality.	7/8/2016 9:43 AM
6	Coaching is very important to our younger generation aspiring to be administrators. It seems the wisdom of those embarking retirement needs to be conveyed to the younger administrators so that communities can move in a positive direction in a complex and ever changing world.	7/8/2016 6:35 AM
7	I would like to develop an executable professional development plan that targets specific challenges for a period of time in a methodical way before moving on to making improvements in another area.	7/7/2016 1:28 PM
8	none.	7/7/2016 12:55 PM
9	Situational scenarios work best for me, with ability to talk through best approaches for each.	7/7/2016 12:37 PM
10	I don't really think the terms "coach" and "player" are inclusive of all types of people, so that terminology may be a bit off-putting to potential "players"	7/7/2016 11:12 AM
11	Advice for "up-and-comers" on landing that first CM or ACM job and how to beat out more experienced individuals.	7/7/2016 11:05 AM

League of California Cities - Central Coast Division
League of California Cities - Orange County Division
League of California Cities - LCC NORCAL Division
California Administrative Officers Association of California (CAOAC)
Contra Costa/Alameda Counties
County Personnel Administrators Association of California (CPAAC)
League of California Cities - Central Valley Division
League of California Cities - San Diego County Division
League of California Cities - Los Angeles County Division
League of California Cities - Inland Empire Division
California Special Districts Association (CSDA)
Municipal Management Association of Northern California (MMANC)
Municipal Management Association of Southern California (MMASC)

Cal-**ICMA**
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A State Affiliate of ICMA
Talent Initiative

FOR MORE INFORMATION:
CAL-ICMA TALENT DEVELOPMENT INITIATIVE
Dominic Lazzaretto, City Manager, City of Arcadia // domlazz@arcadiaca.gov
Nat Rojanasathira, Administrative Services Director, Town of Danville // nat@danville.ca.gov
Frank Benest ICMA Liaison for Next Generation Initiatives // frank@frankbenest.com