Six Ways to Engineer Public Sector Employee Engagement

Patrick Ibarra, The Mejorando Group

MCMA (Missouri City/County Management Association)

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Today's Presenter

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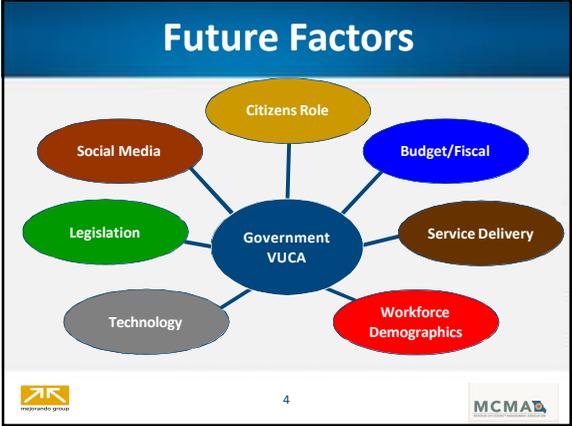(925)518-0187
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Do you want Commitment or Compliance?

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Future Factors

Citizens Role

Social Media

Budget/Fiscal

Legislation

Government VUCA

Service Delivery

Technology

Workforce Demographics

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The Numbers…

- Each day, 10,000 people turn 65 years of age. According to the Pew Research Center, for the first time, millennials now outnumber baby boomers in the workplace 76 million to 75 million.
- Millennials comprise 1/3 of the current workforce at 53.5 million and by 2025 they will make-up 75% of the workforce.
- The millennial generation has different work motivations and expectations for greater work/life balance.
- The workforce will be more culturally and ethnically diverse and include more highly educated women, military veterans, and people with disabilities.
- Expectations are likely to increase for customized benefits, mobility of benefits, and flexible work options.

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The Numbers…

- According to a Glassdoor survey released in 2014 on the state of mobile job search, job seekers are increasingly using mobile in their job search efforts. Nine in 10 (89%) job seekers report they're likely to use a mobile device during their job search in the next 12 months.
- The historical, long-term arrangement between employer and employee—sometimes referred to as "life-time employment" where the employer provides steady employment, attractive benefits, and wages in exchange for an employee's long-term effort and tenure-—is changing
- The service economy is shifting to the knowledge economy, emphasizing the changing nature of work toward more scarce and highly skilled jobs rather than lower-skilled, transactional work.
- The digital workplace and the rise in mobile technology are redefining the nature of work and the means of collaboration, and it is facilitating work in and from almost any location.

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Role of Government

To serve as the Protagonist for a Better Quality of Life

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Healthy Culture → Employee Engagement → High Performance

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Engaged Employees: Proactive, "Go the extra mile", Creative, Take ownership, Explore root causes, Think strategically

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Recruitment

Application Process → Minimum Qualifications → Sourcing Strategies → Timeliness

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Yesterday's Ad

Job Qualifications: The primary function of this employee is to plan, develop, and implement neighborhood preservation, code enforcement, and citizen participation programs to improve the quality of neighborhoods in the City. This position performs all duties in accordance with the City Charter, City ordinances, the City's personnel rules, and Federal and State regulations. The work is performed under the general direction of an Assistant City Manager, but considerable leeway is granted for the exercise of independent judgment and initiative. Supervision is exercised over the work of Neighborhood Programs and Code Enforcement.

Some examples of position responsibilities will be to perform duties including, but not limited to, direct, implement, manage and supervise the programs, operations, activities, budget and employees of the Neighborhood Resources Division charged with developing a vision and approach to facilitate improvements; oversee administration of Code Enforcement, and Neighborhood Programs Office; plan and implement improvement to enhance Division's operational effectiveness; develop partnerships with other departments, governments or agencies to work on joint projects and address neighborhood initiatives, code enforcement and remediation by establishing interdepartmental or intergovernmental agreements; implement and evaluate the City's policies and objectives for community outreach and volunteerism developing new and revised program policies, processes, and procedures; act as a liaison with other City departments, City Council, neighborhood groups, public and private agencies, and other communities and conducts meetings and presentations with such groups as needed; and manage resources related to compliance efforts associated with City codes such as nuisances, habitability and maintenance standards, and related codes and abatement procedures, determines priorities for compliance and enforcement in these areas, and monitors the status of such efforts.

Six (6) or more years of progressive management experience in directing neighborhood improvement programs;

A bachelor's degree in public relations, business administration, management, communications or related field;

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THE THRILL OF VICTORY

THE AGONY OF DEFEAT
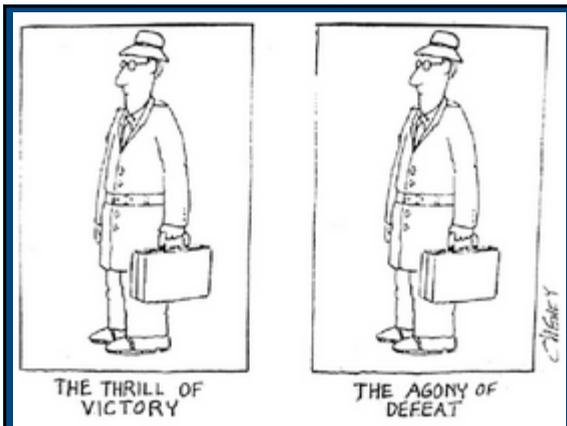
Adventurers Wanted!

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Recruitment Improvements

1. Job Opportunities on web site and home page for all departments.
2. New name for job openings – **www.citynamejobs.com**
3. Testimonials from current employees
4. Mobile strategy.
5. Salaries on job announcements

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Recruitment Improvements

6. Social Media strategy
7. Supplemental Questionnaires - revise
8. Seasonal employees – gather information
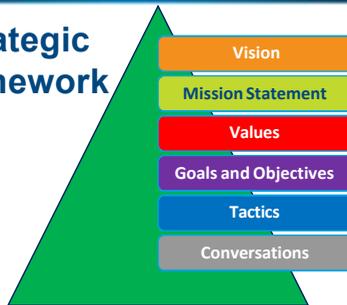9. Promotional processes documented

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Selection Improvements

1. Skip the Personality Profiles
2. Interview Panels – include co-workers and opportunity for supervisor-in-waiting
3. Interview Questions – Behavioral Interviewing
4. Timeliness

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Strategic Framework

- Vision
- Mission Statement
- Values
- Goals and Objectives
- Tactics
- Conversations

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Credibility among Leaders

1. *Do you consistently ensure that all communication is open, honest, accessible, and constructive?*
2. *Do you proactively use your background and expertise to explore solutions to both small and large problems?*
3. *Do you follow through with your commitments and promises?*
4. *Are you creating an environment for employees to take risks and be creative?*

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Culture of Personal Responsibility

Nobody washes a rental car!

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Employee Motivation: Play, Purpose, Potential, Emotional Pressure, Economic, Inertia

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C.L.E.A.R.

Community

Replenish

Career Lattice

Leadership

Adaptable

Effectiveness

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Learning/Training Opportunities

Executives
- Creative Problem Solving
- Leading Change
- Managing Employee Performance

Mid-Mgrs
- Building Great Work Teams
- Effective Delegation
- Project Management

Frontline
- New Supervisor
- Providing Effective Feedback
- Time Management

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Employee Development Techniques

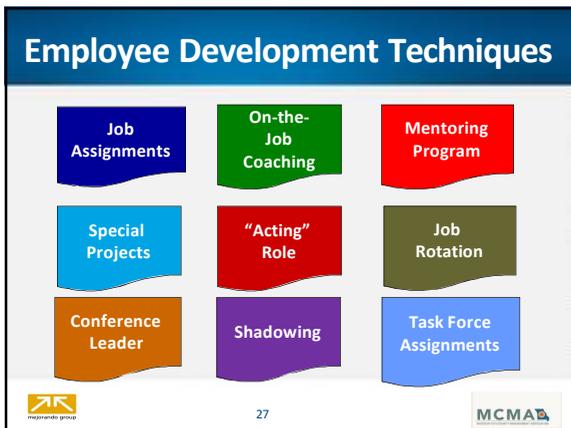| Job Assignments	On-the-Job Coaching	Mentoring Program
Special Projects	"Acting" Role	Job Rotation
Conference Leader	Shadowing	Task Force Assignments

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The Mejorando Group

Who are we? **A Change and Organizational Effectiveness Consulting Practice.**

What do we do? **Partner with organizations and implement solutions to improve organizational performance.**

How do we do that? **We provide expertise in:**

- ➤ **Succession Planning & Talent Management**
- ➤ **Organizational Effectiveness Services**
- ➤ **Strategic Planning Facilitation Services**
- ➤ **Leadership and Management Skills Training**

How do you contact us? **Patrick Ibarra, 925-518-0187 or patrick@gettingbetterallthetime.com**

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Our mission is to help organizations and their members "get better all the time"

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