



Hiring City and County Senior Management

Impacts of Organizational/Elected Official Culture



Today's Presenters

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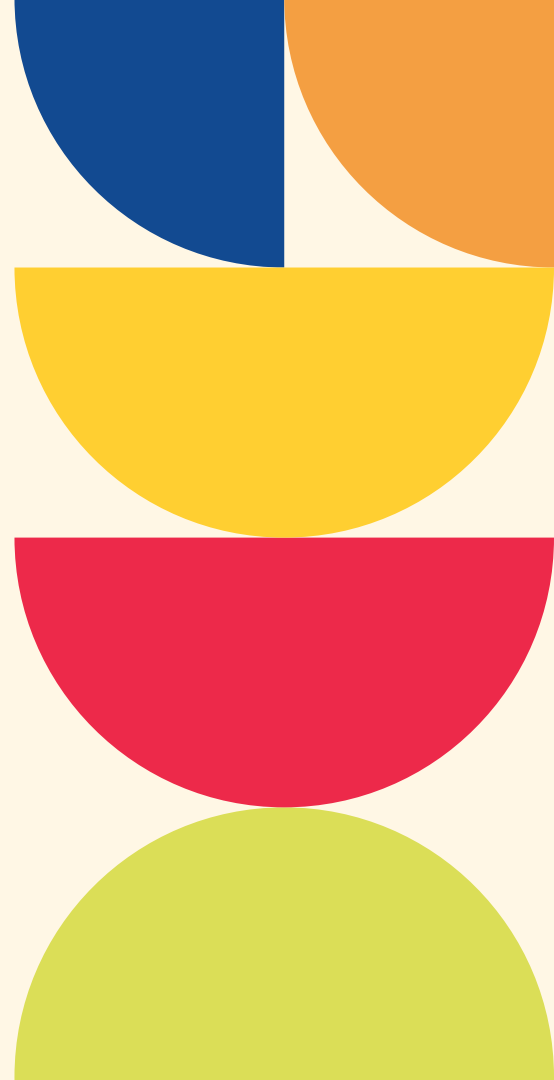
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The Challenge:

How do we ensure
that we get the best
people into local
government
leadership positions?



Session Objectives

Understand	Understand the root cause challenges to hiring city and county senior managers
Engage in	Engage in meaningful dialogue about solutions to address these hiring process challenges
Obtain	Obtain tangible next steps to improve hiring process for senior leaders

City government is experiencing a civic revolution.

The City Manager, A New Profession, 1915

Today's Reality

But how do we ensure servant leaders are in the positions in which they are most needed?



Culture and Civility

Civility provides structure for leaders and the public, builds trust, and is the foundation of a healthy democracy.

- **Structure:** When civility breaks down, misunderstandings and disagreements can harm relationships and fracture communities.
- **Trust:** Regardless of personal agendas or philosophies, officials must ensure access, information, and respect for all, even those with differing viewpoints.
- **Foundation of democracy:** By welcoming disagreements and diverse perspectives, leaders can make better decisions, identify overlooked issues, and be transparent and responsive.

[Taking the Lead: How City Officials Can Promote Civility - NCLM News Center \(southerncitymagazine.org\)](https://southerncitymagazine.org)

Align with Organizational Mission and Values

– Positive Community Impact

- Ensures work benefits the community.
- Contributes to long-term goals.

– Personal and Professional Benefits

- Enhances job satisfaction and motivation.
- Increases engagement and productivity.
- Aligns personal ethics with government policies.
- Reduces ethical conflicts and boosts integrity.

– Career and Development Opportunities

- Provides clear career pathways.
- Supports personal and professional growth.
- Fosters a good cultural fit.

– Organizational Harmony

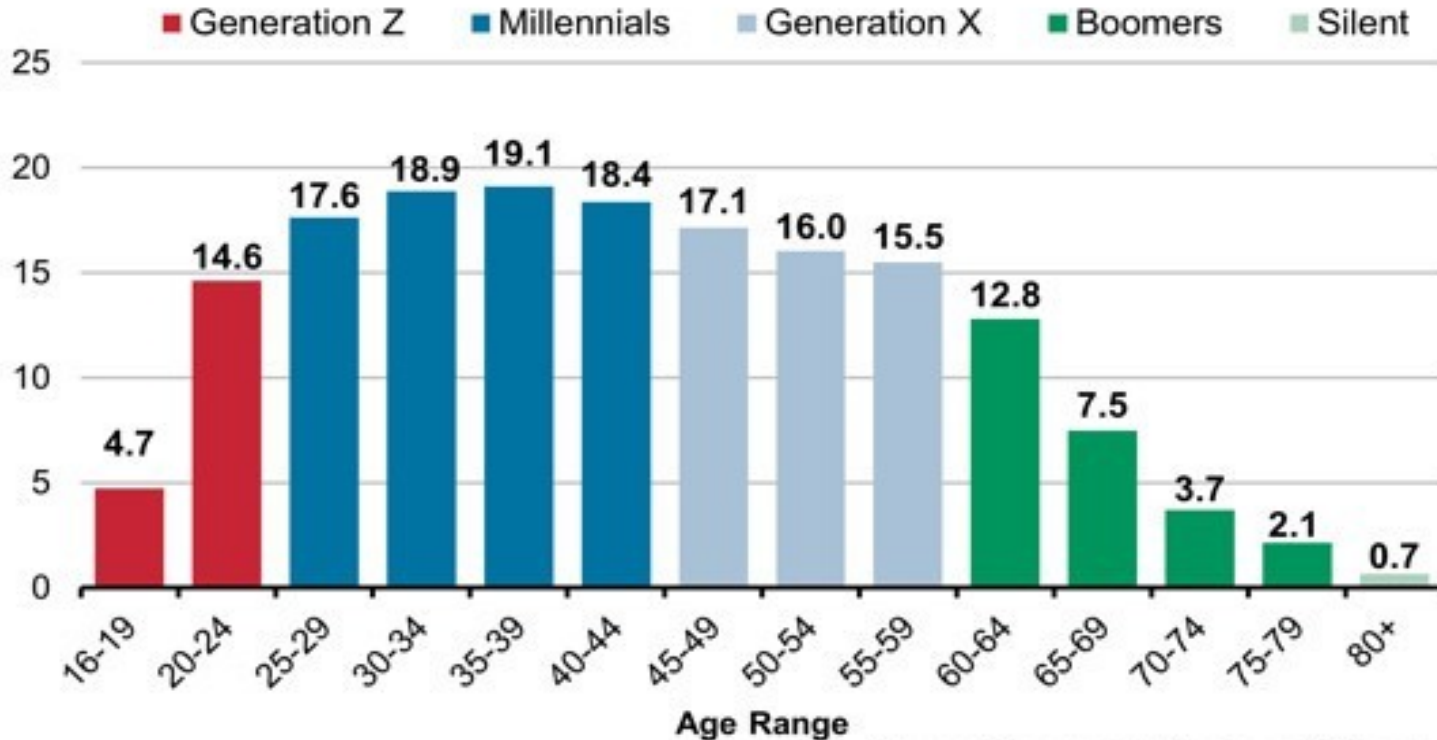
- Promotes a harmonious work environment.
- Enhances collaboration and teamwork.
- Builds trust and credibility within the community.

– Effective Public Service

- Strengthens community relations.
- Ensures consistent decision-making.
- Leads to sustainable policy implementation.

The Workforce in 2025

Projected size of U.S. labor force (in millions) by age, for the year 2025



Source: Department of Labor | WSJ.com

2025: Gen Z & Millennials Comprise 55% of the Workforce

Millennials & Gen Z Weigh in on DEI



86% of female millennials and 74% of male millennials consider employers DEI policy (PWC)



83% of Gen Z candidates say a company's commitment to diversity and inclusion is important (Monster.com)



79% of new college graduates call DEI "very important" (NACE Survey)



76% of employees and job seekers say that a diverse workforce is important (Glassdoor)



Gen Z will be 37% of the workforce this year (Ranstad Survey)

Is Your Workplace Working for Your Employees?

Practice Psychological Safety

- Listen to your employees
- Consider employee committees
- City leaders present Budget to employee groups
- Quarterly virtual meetings with employees to share information and generate a sense of belonging



Key Recruitment Missteps

Failure to pay a competitive salary

Unrealistic or outdated qualifications for position

Requiring residency

Not offering hybrid work option when feasible

Lack of outreach

Competitive Compensation

- Volatile issue
- Internal and external equity
- Career ladders/latices



Unrealistic Qualifications



Certifications such as CPA or P.E.



Service in local government



Requiring a bachelor's degree

Residency Requirements

- Family considerations
 - Children in school
 - Elderly parent care
 - Spouse’s job location
- Prioritizing stability, less willing to move due to higher home interest rates.
- Availability in housing.
- More remote/hybrid work opportunities
- Some localities are not offering competitive salaries/benefits
- Salaries are not at the level to finance moving to the community.

Flexible Scheduling & Hybrid Work

- Dell Computers: 50% of employees will give up promotions and job transfers to remain remote (June 2024, Fortune Magazine)
- 2023 survey of 8,400 workers: 17% would give up 20% of their pay for remote work (Flexjobs)
- Consider “school hours” for part-time positions to attract local talent.
- Flexibility with employees breeds loyalty.



Candidate Outreach

- LinkedIn and Facebook – know your audience
- Use personal LinkedIn and Facebook for posting
- Community organizations and faith community
- Reward successful employee referrals
- Encourage internal candidate applications.



High Profile Outreach!



This billboard attracted 386 applicants

Benefits

Review benefits structure & consider unique benefits

- On site clinic
- Mental health support – EAP, 24 hour support
- Pet insurance
- Tuition reimbursement programs
- Mentoring programs
- Hiring bonuses



More on Benefits

Review benefits structure & consider unique benefits

- Stipend to purchase personalized benefits such as pet insurance, elder care assistance, yoga classes, etc.
- Flexibility in workplace options – Work Your Day, River Falls, WI
- Transition to PTO from tradition vacation/sick leave programs
- Professional Development
- Year-round education of employees on benefits options
- “Total Rewards” presentation to employees

Other Barriers to Successful Recruiting

Copying and pasting the JD into the posting

Requiring a valid DL for every job

Requiring multiple or any years of local government experience

Not including the salary range in the JD

Requiring a detailed written application process

Not having an electronic applicant tracking system

Lengthy recruitment process

Consider instead...

Use the word “ideally” in minimum qualifications:
“Ideally two years experience in Public Works operations.”

Including a Substitution Clause: “a combination of education, training, and experience can be substituted for minimum qualifications.”

Adding a welcoming statement such as
“veterans are encouraged to apply.”

Skills Based Hiring

50% of IBM's jobs do not require four-year degree and they are not alone!

“A person’s educational credentials are not the only indicators of success, so we advanced our approach to hiring to focus on skills, experiences, and potential.”

- Jimmy Etheredge, CEO, Accenture North America

And over here in the Public Sector...

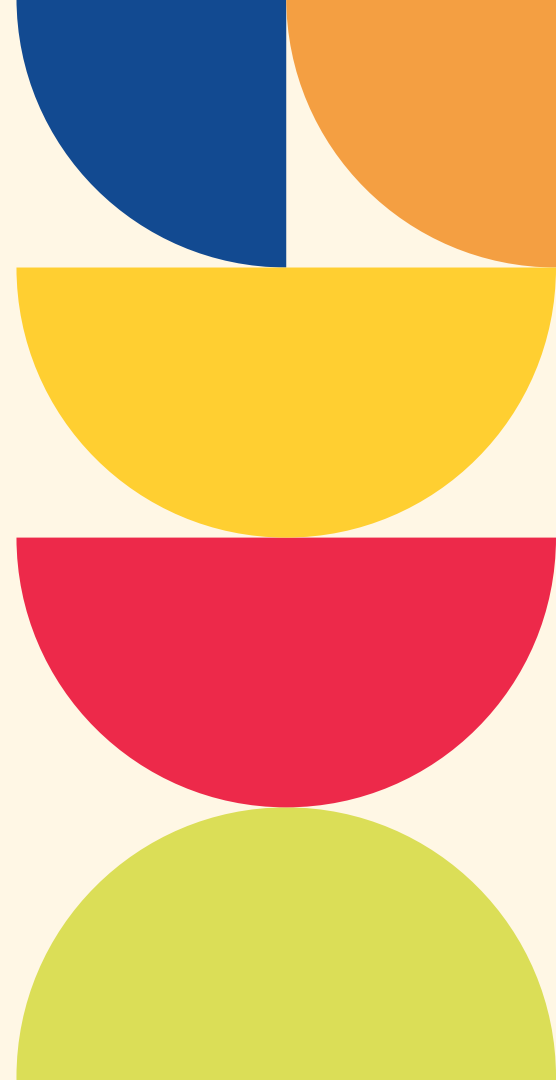
Pennsylvania: Eliminated four-year degree requirement for 92% of state government positions in 2023.

Maryland: Looking for STARs – Skilled Through Alternative Routes

Utah: Governor announced that 98% of positions would not require a degree in December 2022.

Key Takeaways

- Market your culture!
- Avoid overly specific requirements/qualifications – “ideally” is your friend
- Remain competitive with salary and benefits
- Listen to your employees on benefits, work schedule flexibility
- Expand your outreach through social media and professional networks
- Consider a skills-based hiring approach



Thank you!

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