

# Strategies for Building the **Workforce** of Tomorrow in Local Government



**“By failing  
to prepare,  
you are  
preparing  
to fail.”**

Benjamin Franklin

Prepare the **Organization**

Prepare the **Community**

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# Who makes up the workforce today...

- 80 Million Baby Boomers - Born 1946 to 1964
  - Age 52 to 70
- 60 Million Next Gen - Born 1965 to 1976
  - Age 40 to 51
- 88 Million Millennials - Born 1976 to 1995
  - Age 21 to 39
- iGen/GenZ/Centennials - Born 1996 or later
  - Age 20 or younger

# What about Baby Boomers?

Local government was attractive to young Boomers for the stability, good benefits and the potential to move up these jobs offered (pensions, benefits and the unlikeliness of being fired)





# Next Generation...



- Smaller generation in numbers that have felt squeezed out of advancement opportunities by Baby Boomers that held positions longer than previous generations
- When combined with the smaller supply of workers, there is a shortage of potential leaders now that Boomers are retiring

Millenials are the biggest target entering the workforce today...



## Millenials want

- Want meaningful work but are not currently flocking to local government
  - their preference seems to be for non-profit philanthropic work
- Want flexible, non-bureaucratic environments where new ideas are welcome
- Prefer to live in communities that are walkable and affordable with a “hip” lifestyle
- Okay with mobility but are beginning to have families and want family friendly working environments

The iGen/ZGen/Centennials are cute... but it's early to know how they will influence the workplace





## The Florida Conundrum

- Prime areas in the state are retirement/tourism communities that have...
  - Lower number of people eligible to work
  - Expensive home prices that are oftentimes not affordable for younger workers or tradesman
  - Quality of life amenities not geared to younger workers

# How does local government become an **Employer of Choice**?



Local government  
has to be  
competitive  
with the Googles  
of the world...  
but how?



# What does the research tell us?

Workforce of the Future - December 2015  
Local Government Research Collaborative;  
Center for State and Local Government Excellence



# Local Government Subject Matter Experts Say...



Transforming local government human resources policies and practices is at the heart of building the workforce of tomorrow.

**This will require commitment from the top.**

# #2

Next generation workers are motivated by more than money. They want opportunities to do something worthwhile, so they will examine an organization's values and culture when considering a position.



Flexible work practices can enhance retention for workers at all career stages. Younger workers expect the flexibility to work anytime from anywhere to get the job done.

#3



# #4



Technology will shape the work environment and how employees interact. Younger employees are drawn to employers that provide the most up-to-date technology.

# #5

Employee  
of the next  
of leaders is



development  
generation  
vital to

readying the workforce of tomorrow.



# What did the students say about local government...





## What did the students say about local government...

- Local government makes a difference in people's lives
- There is too much bureaucracy and not enough creative flexibility
- Slow hiring processes
- They would stay in a local government position for 5 years or less
- Internships are a good path to get started in local government
- Professional development is a top priority

Let's talk strategies  
for building the  
**Workforce of Tomorrow**



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## Implement Innovative Employee Practice and Policy

- Modernize policies that support the values of today's millennial or zgen worker
- Confront policy that does not embrace the new future specifically those that do not encourage diversity inclusion



# Develop a Modern Organization

**Provide Meaningful Work**

**Be Future-ready**

**Streamline Processes**

**Risk Tolerant**

**Seek New Ideas**

**Maximize Technology**

**Culture**

**Capture Institutional Memory**

**Be Transparent**

**Advancement Opportunities**

**Have Fun**

**Communicate Up and Down the Ladder**

## Develop internal talent to increase organizational readiness

- Identify high potentials in your organization
- Exercise good succession planning by having three potentials “ready” for positions that will open
- Create more entry level positions in the organization such as internships and analysts
- Create pathways to leadership positions
- Examples:
  - Provide stretch assignments/rotating assignments
  - Job shadowing
  - Mentoring
  - Coaching
  - Young leaders networking



Very Important...

Educate elected officials and  
leaders on the problem



# Prepare the community



- Aggressively work to develop a local talent pool
  - Partner with schools and universities as well as other large employers (we are all in this together)



- Develop affordable/workforce housing solutions





- Focus Economic Development efforts
  - Create a forum for the private sector to engage in preparing the community



- Brand the community to be attractive to younger people





## In Summary... Here Are 6 Key Action Strategies

1. Reinvent HR to become flexible, creative and strategic
2. Revamp antiquated policies and practices
3. Make government an employer of choice...build a great brand
4. Focus on talent management, leadership development and succession planning
5. Create a culture that values and engages employees in meaningful ways
6. Leverage technology, data and automation

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