

Technology Powered By People

Winning the war for **Technology Talent** for the Smart City

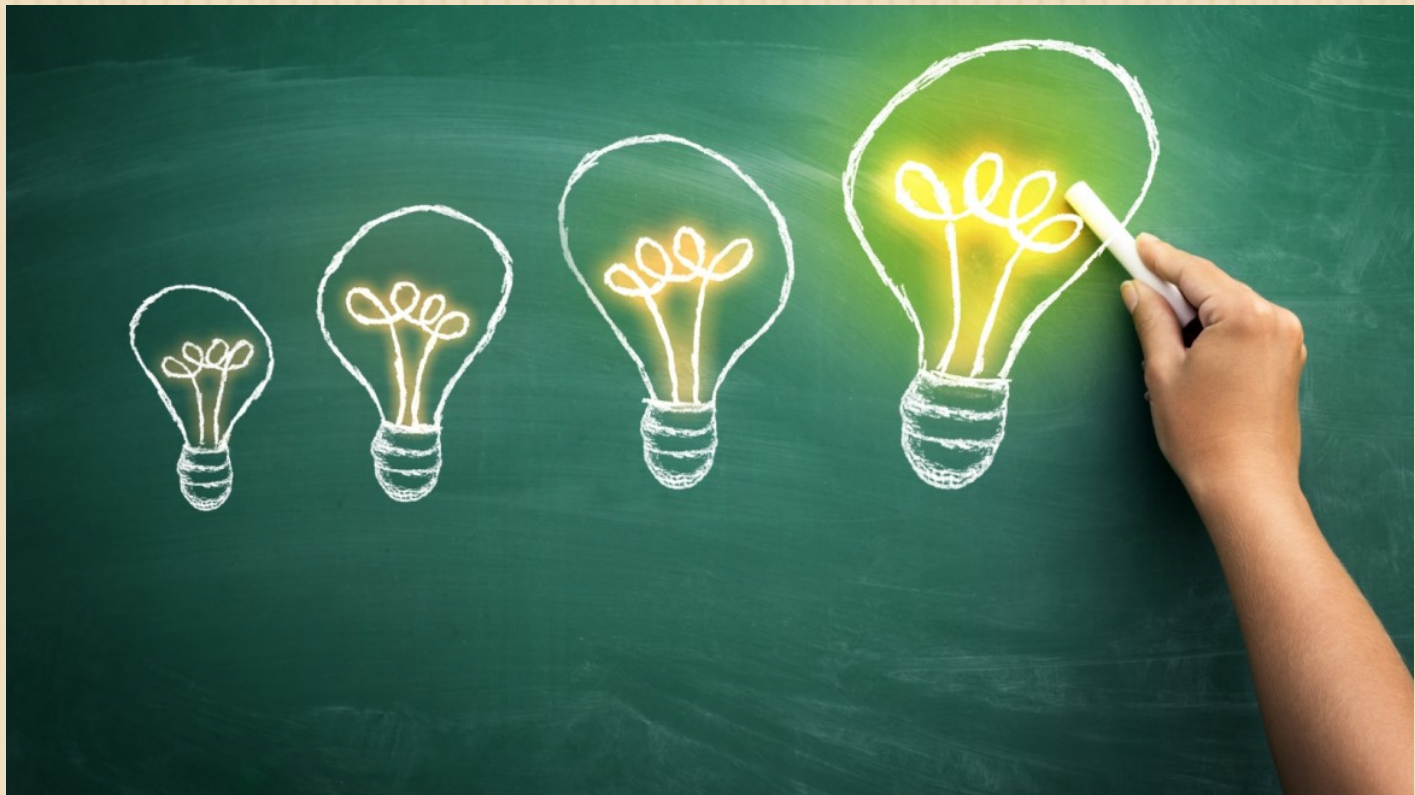
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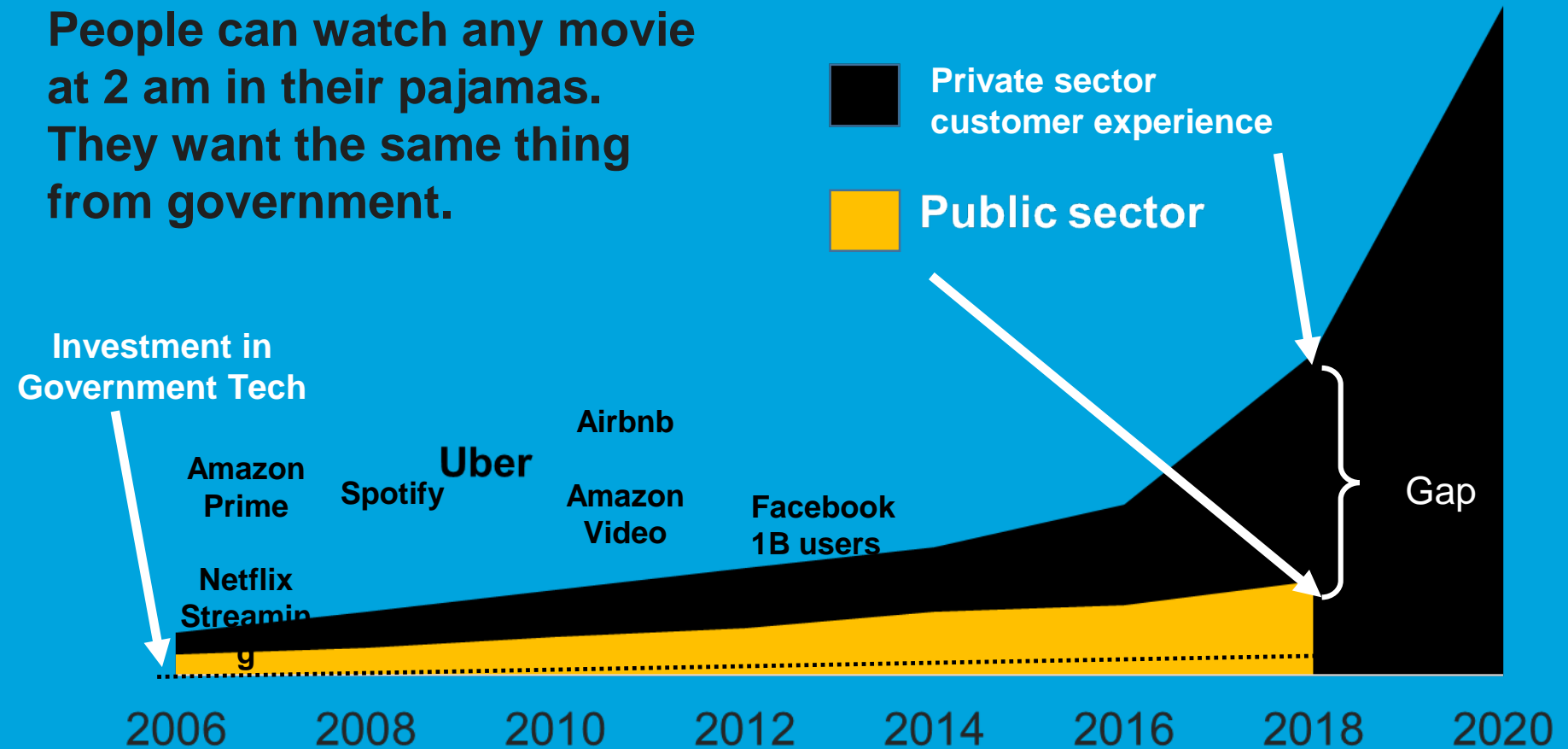
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Big Ideas



The Innovation Imperative

People can watch any movie at 2 am in their pajamas. They want the same thing from government.



A **Smart City**
uses
technology and data to
do what we **must do**,
better.

Tech Talent

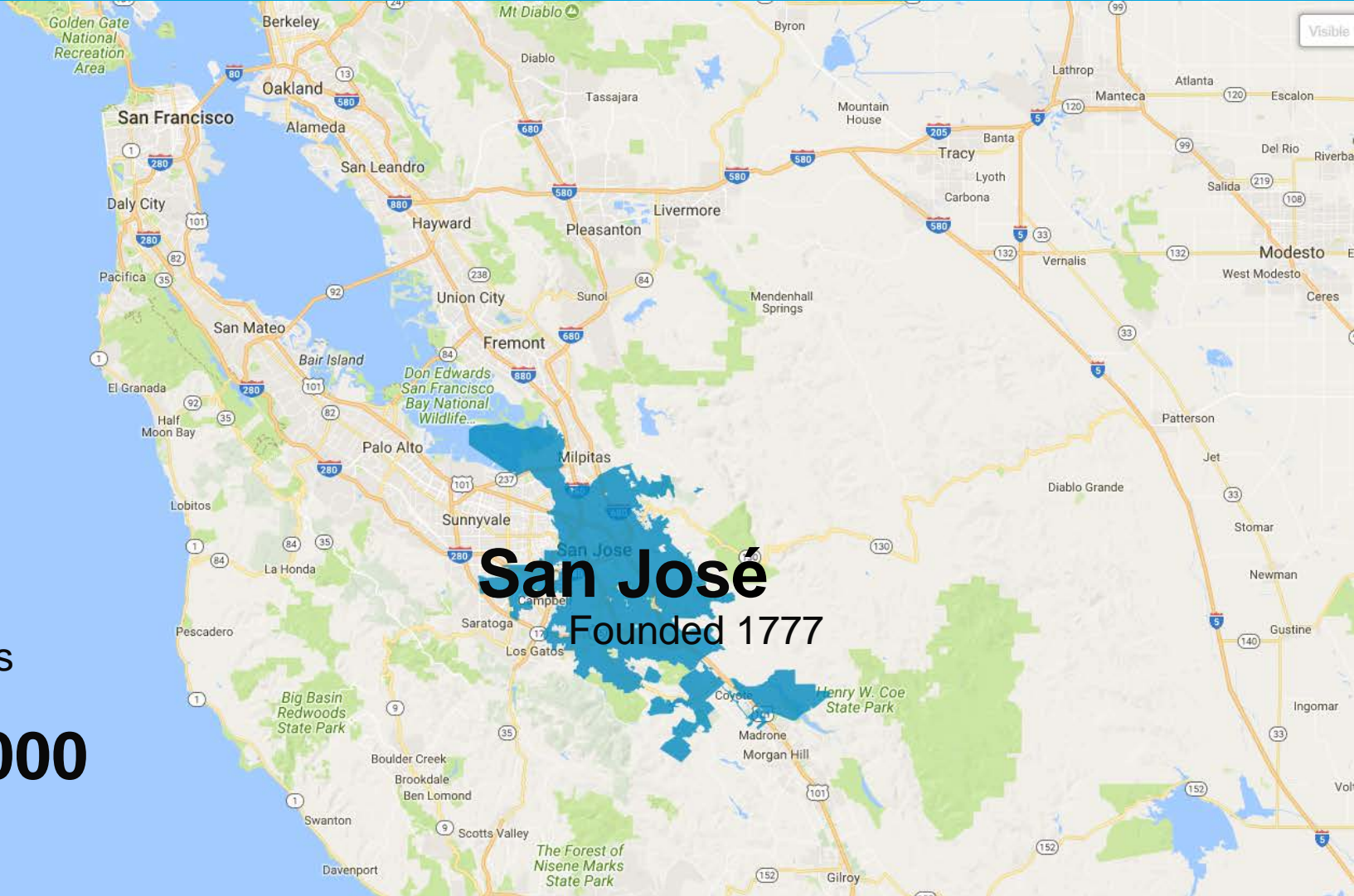
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questions:

1. What kinds of talent do smart cities need?
2. What are talent challenges for local govts in attracting & retaining tech talent?

180
square miles

1,027,000
people



San José



35%

Asian

32%

Latino

26%

White

6%

African American
other*

41%
degree

Have a bachelor's

57%

home

Speak a language other than English at

28%

earn less than \$50k

39%

States

Born outside the United

16%

earn above \$200k

San José city government



6,200 employees

11.2 million airport passengers per year

1.8 million library books

565,000 police emergency calls per year

3,500 acres of parkland

2,400 miles of streets

2,300 fires per year

2,030 municipal sewer mains

178 zoo animals

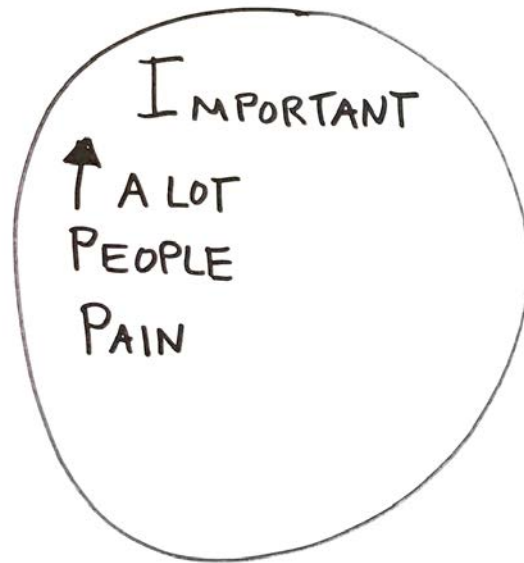


San José Smart City Vision

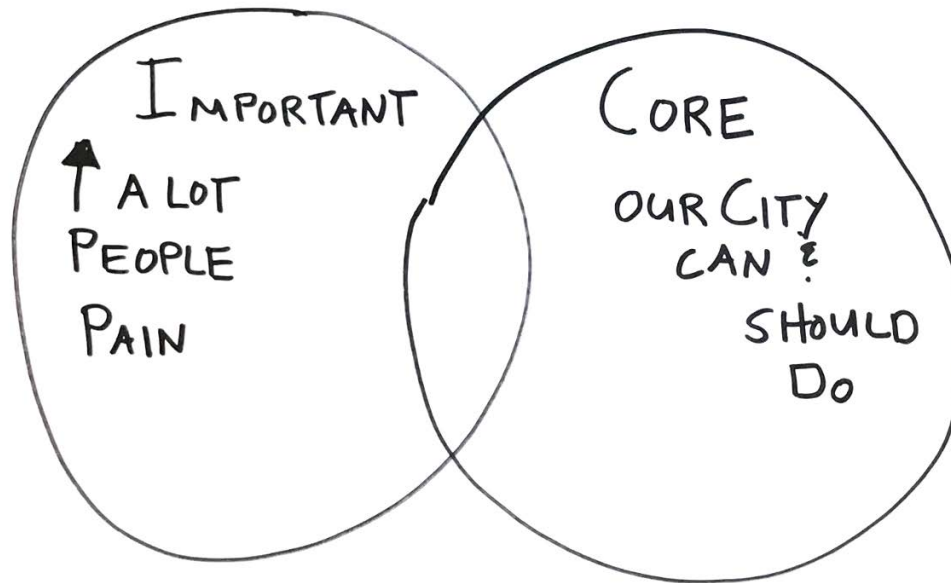
Just as the world looks to Silicon Valley to provide the most creative, impactful technologies to disrupt industries and transform lifestyles, so too can San José become a global leader for civic innovation. Becoming a “smart city” means that game-changing technologies and data-driven decision-making will drive continuous improvement in how City Hall serves our community, and to promote concrete benefits in safety, sustainability, economic opportunity, and quality of life for our constituents.

- Mayor Sam Liccardo

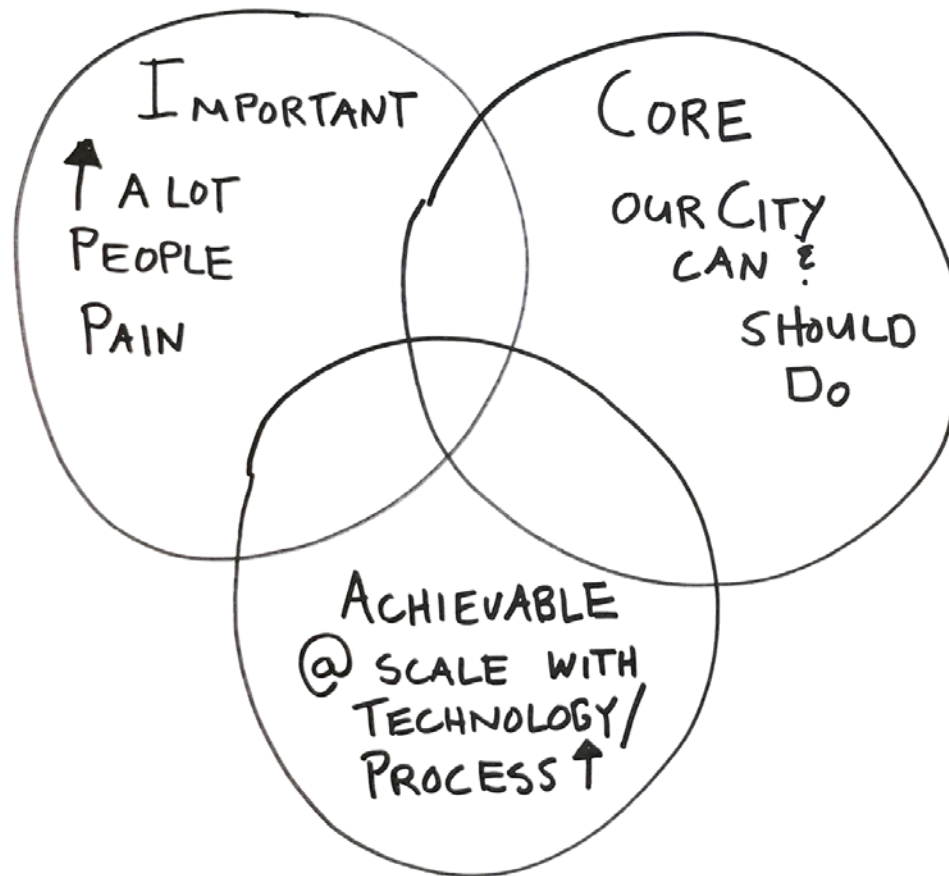
What we work on



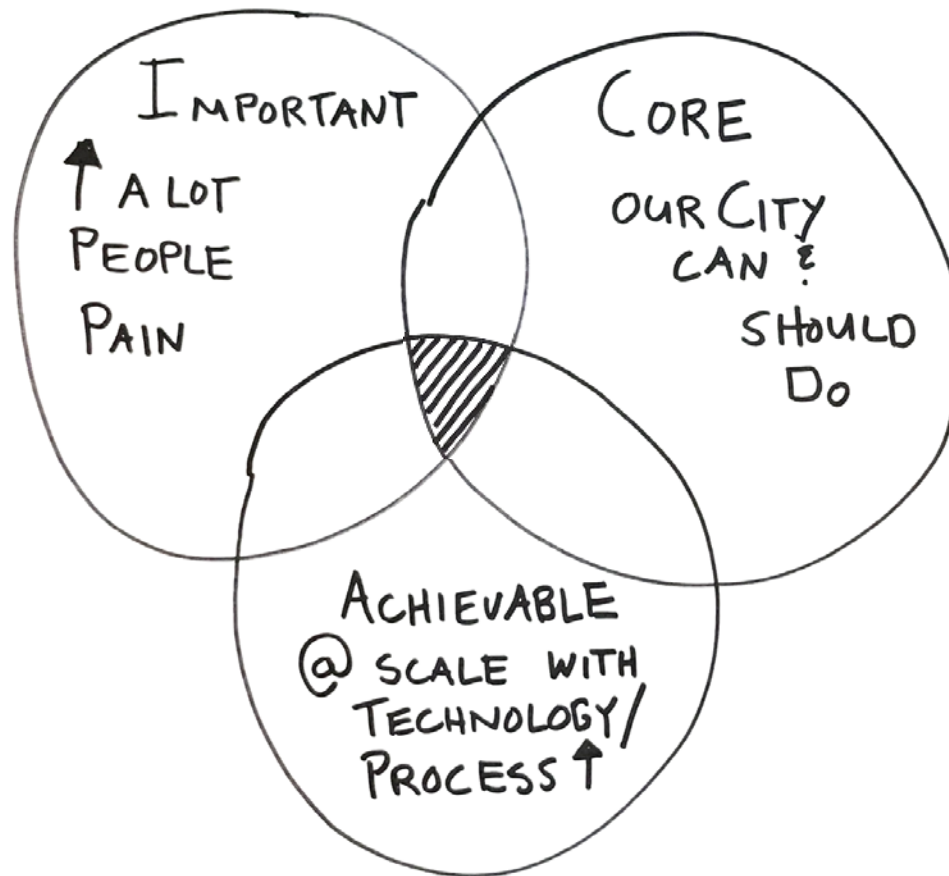
What we work on



What we work on



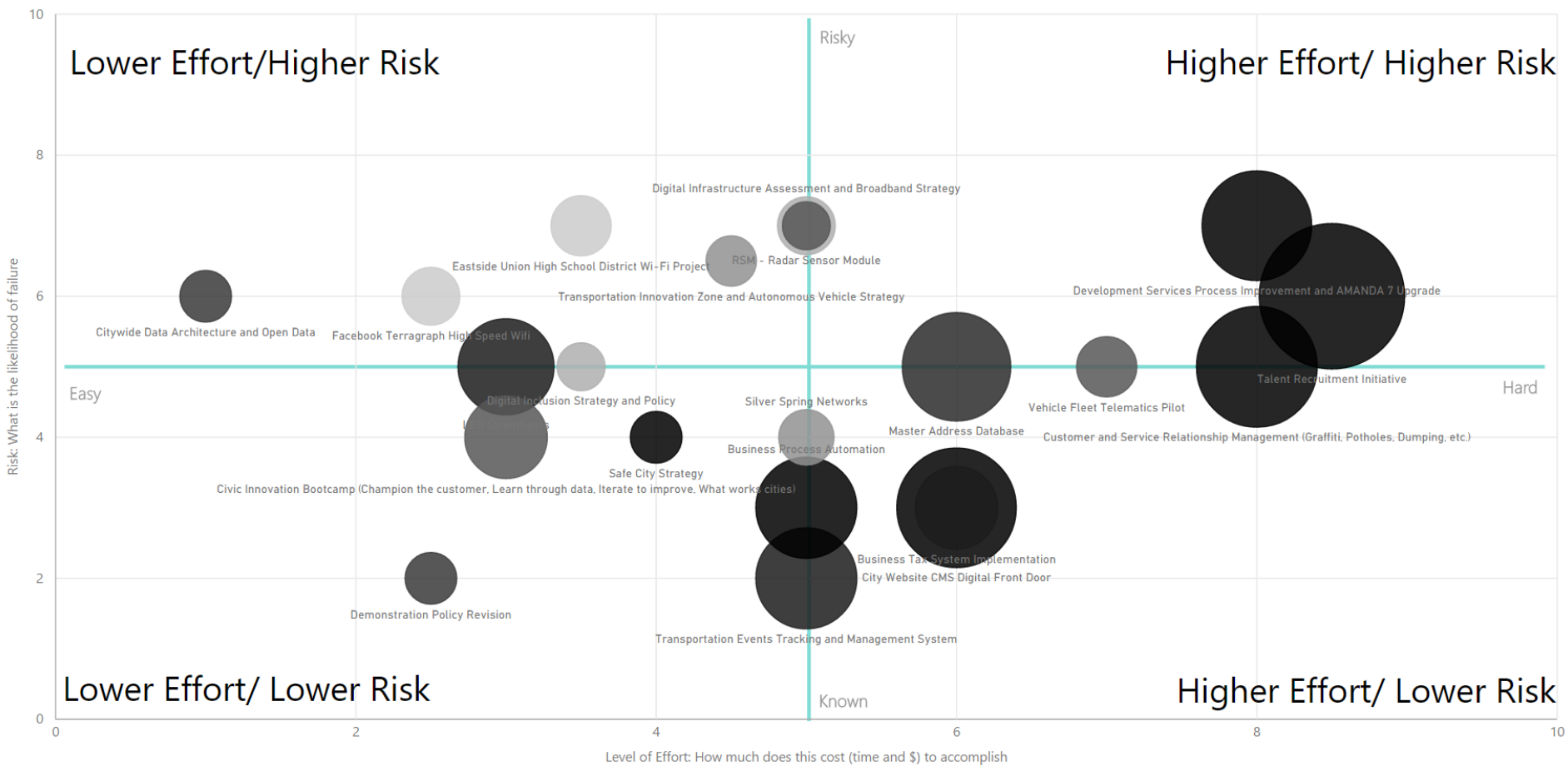
What we work on



Innovation Projects

Projects by Level of Impact, Effort, Risk, and Connection to Core

Larger size = Greater impact to San Jose citizens
Darker color = Greater connection to Core Mission of City



Innovation Roadmap Projects

PRODUCT LINES

PROCESS IMPROVEMENT	Talent Recruitment Initiative	Development Services		
DIGITAL FRONT DOOR	My San Jose	Website Upgrade		
SMART CITY INFRASTRUCTURE	Broadband & Digital Inclusion	LED streetlights/ anyCOMM pilot	IoT Strategy	
DEMO PROJECTS	Facebook Terragraph WiFi	Eastside Union HSD WiFi	Silver Spring Networks	Demonstration Policy
IT BRILLIANT AT THE BASICS	Open Data Architecture	Business Process Automation	Business Tax System	Integrated Permitting System
TRANSPORTATION	Autonomous Vehicle RFI	Transportation Events Tracking	Radar Sensor Module Strategy	Vehicle Fleet Telematics
SAFE CITY	Safe City Strategy	Emergency Mgmt Tech/Data		
INNOVATION SUPPORT	Innovation Bootcamp			

Non-Negotiable Citywide Implementation	Highly Desirable Strategic Investments	Desirable Dept Investments	Demonstration Projects	Emerging Projects
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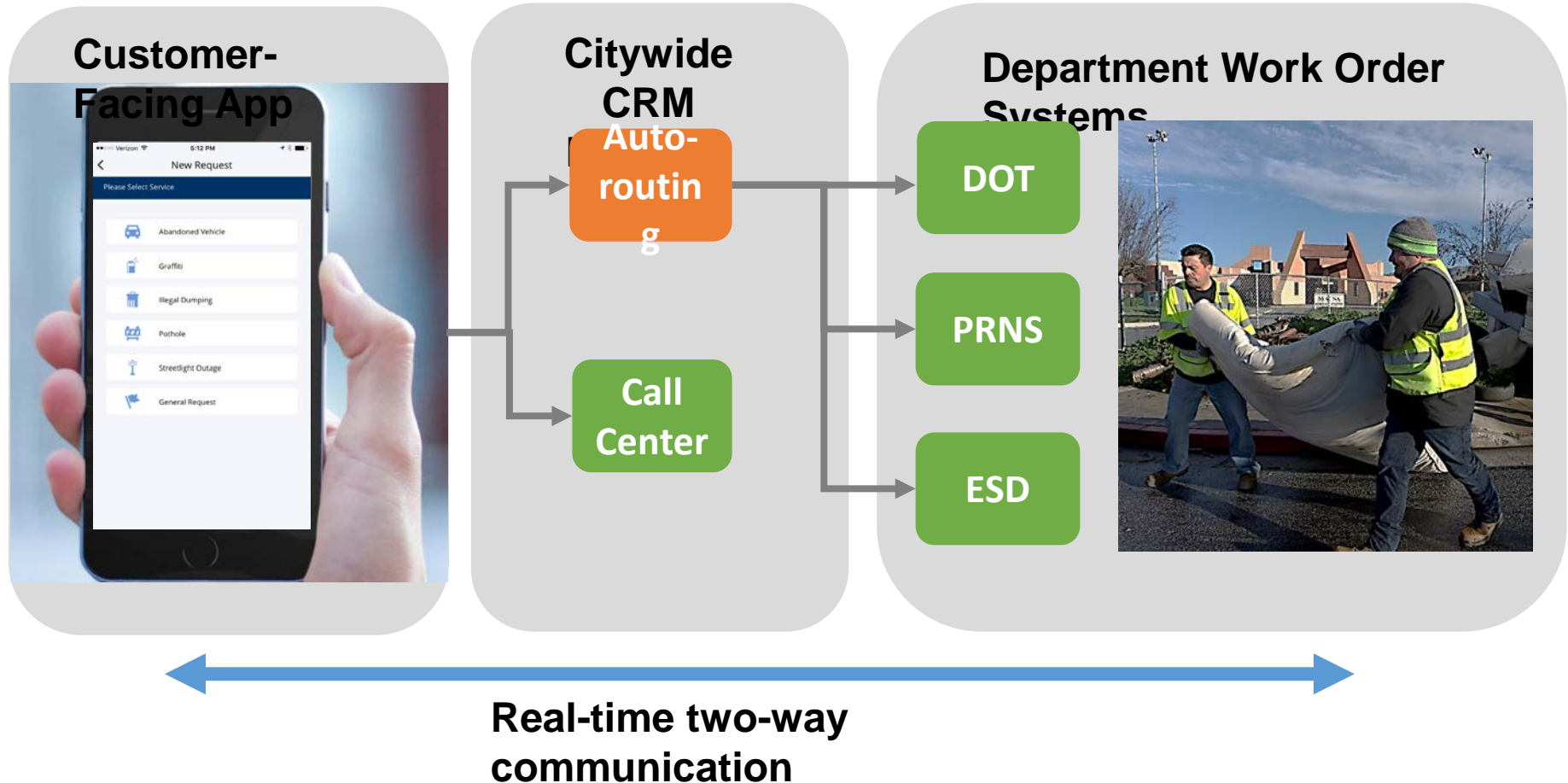
How we approach our work

CHAMPION
THE
CUSTOMER

LEARN
THROUGH
DATA

ITERATE
TO
IMPROVE

MySanJose





870 Vacancies
Not hiring enough people
Not hiring fast enough

Volume

Time

Quality



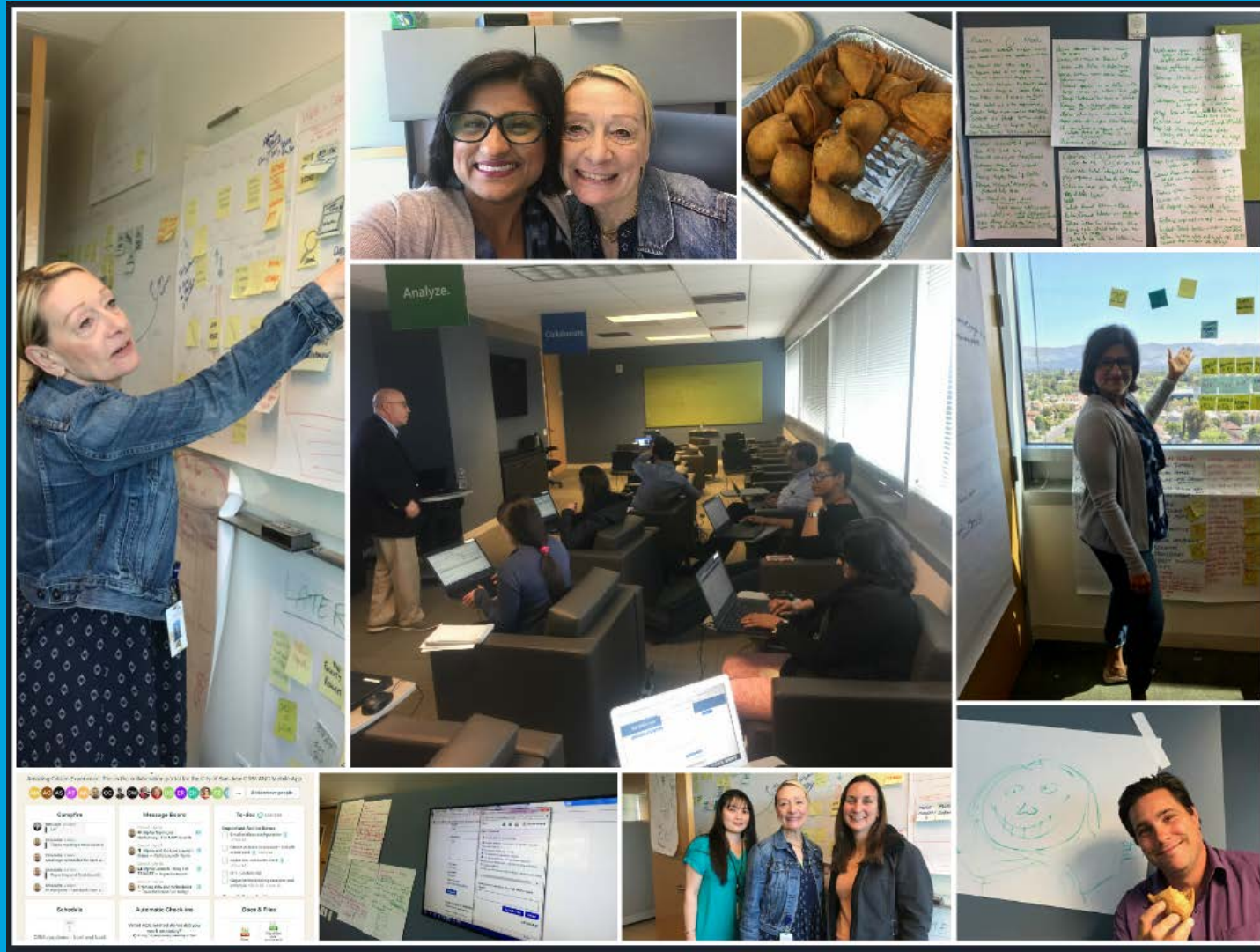
Hiring Pilot Design



Number of positions posted increased 160%
Active recruitments increased 30%
Number of hires increased 240%

Technology is a team sport

- Customer centric
- Simplicity over all
- Project site for collaboration
- Vendors 100% engaged
- Ideation sessions
- Agile principles
- Transparency and openness
- & some fun along the way 😊





War for Tech Talent

Key Insights

**The People YOU need
Talent**

Technology Leaders
Technologists
Digitally Fluent

**What THEY want
Motivation**

To Solve Hard Problems using
Cool Technology (and data and
process improvement)

**How to GET them
Attraction**

It's not ALL about \$
Purpose
Mastery
Balance

**How to KEEP them
Retention**

Gather a tribe of innovators who
build a culture that champions the
customer, learns from data and
iterates to improve.

Larger Talent Challenges

- ❑ Cal-ICMA Talent Initiative
- ❑ War for talent is now key business imperative
- ❑ Survey + 11 focus groups
- ❑ Thought leader interviews



Key Findings

- In face of baby-boomer “retirement wave,” local govt didn’t adequately build talent pipeline
- Local govts can no longer rely on “stealing” talent; we need to grow our own talent
- Local govt has *potential* competitive advantage regarding meaning & purpose—we aren’t telling our story

Key Findings (con't)

- ❑ Talent retention is about learning, challenge & engagement
- ❑ Mid-managers don't perceive developing talent & coaching as primary functions
- ❑ Winning the war for talent is more about culture than money



Thought Leader Interviews

1. Millennials are asking the following questions:

- Are there big problems to solve in government?
- Am I interested in helping solve these big problems?
- Will I be empowered to help solve the big problems?

2. Local govt has two big challenges:

- **Branding** challenge
- **Organizational culture & work systems** problem

Five Things To Get Started

1. Do simple workforce analysis
2. Identify & begin engaging key talent pool
3. Offer & promote menu of cost-effective development opportunities
4. Engage dept heads in talent readiness assessment
5. Begin organizational conversation about a winning culture (& then do something)



Resources

- Cal-ICMA Talent Initiative Report, Executive Summary
- “Workforce of Tomorrow,” Center for Excellence in Local & State Govt, Executive Summary
- Daniel Pink, *Drive* (& TED.com video “*The Puzzle of Motivation*”)



Resources (con't)

- ICMA Coaching Program
 - Webinars
 - One-to-one coaching
 - New training videos
 - Career Compass advice columns
 - “Building a World-Class Culture”
 - “Engaging Employees for Success”

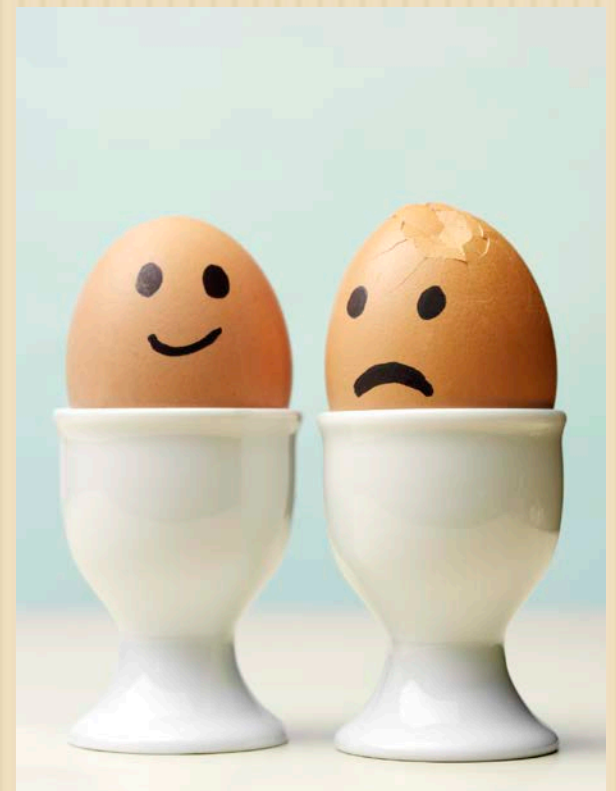
www.icma.org/coaching





Reaction Panel

- What resonated with me?
- What did not resonate with me?
- What do I have to add?





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